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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

IT IN EUROPE

Suppliers face hectic competition

Section III

Newspaper of the Year

Tuesday March 17 1992

£ D 8523A

World News

Warnings for South African whites on eve of reform poll

Black and white leaders have warned white South Africans that turmoil and destruction lie ahead if they fail to endorse President F.W. de Klerk's reforms in today's referendum of the country's 3.5m whites. Page 20

Iraqi 'supergun' affair

British intelligence has been accused by members of a House of Commons committee investigating the Iraqi 'supergun' affair of misleading parliament. Page 6

US unions stay neutral

Most US unions have decided to remain uncommitted in today's Democratic primaries in Michigan and Illinois, despite intense lobbying from Jerry Brown, former governor of California, for their endorsement. Page 3

More Blue Arrow trials

Britain's Serious Fraud Office is intending to mount two further trials against the four remaining defendants in the Blue Arrow scandal. Page 6

Finns in EC protest

Hundreds of Finns protested against the European Community outside parliament in Helsinki as deputies debated a controversial government proposal to seek EC membership. Long road to Brussels. Page 3

Helicopter salvaged

Rescuers recovered the bodies of five oil workers and the wreckage of a helicopter which plunged into the North Sea killing 11 people. Six men survived the accident off the Scottish coast. Page 6

Turkish toll reaches 376

Rescue teams said there was little hope of finding more survivors from the powerful earthquake which hit the Turkish city of Samsat on Friday. Officials said 376 bodies had been recovered so far.

East Timorese on trial

Two East Timorese university students have gone on trial for allegedly organising a protest in Jakarta against an Indonesian army massacre in Dili in which up to 180 people were killed. Fernando de Araujo and Joao Freitas de Camara face the death penalty.

Iran protests seizure

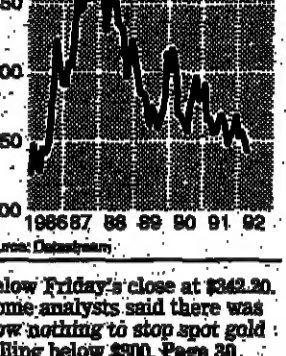
Iran has attacked as 'obscene and illegal' an Istanbul court's decision to confiscate a ship which was stopped by Turkish forces in the Bosporus last October while carrying a cargo of arms to an Iranian port. Page 4

Business Summary

French to probe Glaxo migraine drug promotion

France is investigating Glaxo over the promotion of one of its latest drugs. The inquiry will investigate medical, legal and ethical aspects of the UK pharmaceutical group's promotion of Imigran, its new migraine treatment.

Gold price



below Friday's close at \$322.20. Some analysts said there was now nothing to stop gold falling below \$300. Page 30

GUINNESS Past Aviation

Irish-based aircraft leasing group, announced plans to go public in June and moves to show that its management is 'locked in' to the company. The flotation could value the group at over \$80m. Page 21; Observer, Page 18

FORAKER STAKE: Italy's Finmeccanica has built a 6.02 per cent stake in the Dutch aircraft group, it emerged yesterday. Page 21

ENRICHMENT: A long search for a successor to retiring chairman and chief executive Lee Iacocca ended when the US carmaker named Robert Eaton, president of General Motors Europe, for the post. Page 21

HYPO-BANK - Germany's Bayerische Hypothek- und Wechselbank - is launching a one-for-six rights issue soon, aiming to raise DM910m (\$544m) for expansion. Page 22

WPP of the UK: world's biggest marketing services group, blamed falling advertising expenditure for its 38 per cent drop in annual taxable profits to £56.1m (\$88.7m). Revenues were down 8.8 per cent. Page 21; Lex, Page 20; Background, Page 19

PLAYMATES International of Hong Kong, maker of Teenage Mutant Ninja Turtles, is still the world's most profitable toy-maker despite announcing a 27.5 per cent earnings drop to HK\$881.8m (\$114.5m) as Turtles sales dwindled. Page 23

LAFARGE Copee of France, world's biggest building materials group, saw its first downturn in eight years. Blaming deep US recession and problems in Europe, Lafarge reported a 44 per cent drop in group net profits to FF1.22bn (\$220m) in 1991. Page 23

CHRISTIES International, UK auctioneer, slashed its final dividend from 6p to 1p after annual taxable profits dropped from £43.1m to £8.4m. The shares fell 12p to 115p in London. Page 27; Lex, page 20

INVESTCORP, international bank which feeds Arab money into western industry, is leading a group of investors in a \$450m bid to acquire Circle K, US stores chain. Page 24

IMI, big UK-based engineering group, saw 1991 pre-tax profits fall by over a third to \$73.3m (\$128m) as depression hit its titanium business. Page 27

Yeltsin heads defence ministry while 1.5m strong force is created Russia to form its own army

By John Lloyd in Moscow

MR Boris Yeltsin, the Russian president, yesterday signed a decree clearing the way for the restoration of a purely Russian army, 75 years after its defeat in the First World War precipitated the Bolshevik revolution.

The decree, signed immediately after Mr Yeltsin's return from holiday, creates a Russian defence ministry of which he will take temporary charge while the military forces are created and the lines of command cleared. This is a break with both Soviet and Russian Tsarist tradition under which the post was held by a military officer.

General Dmitri Volkogonov, a military adviser to Mr Yeltsin, told a meeting of Russian deputies last night that the armed forces would take two years to create and might number between 1.25m and 1.5m men. That compares with the 3.7m-strong former Soviet army, now under operational federal control of the Commonwealth of Independent States.

The timing of the move may be meant as a show of strength in the face of demonstrations planned in central Moscow today by communist diehards and resurgent nationalists, which the organisers claim will be heavily supported.

It may also be an attempt to set the agenda before Friday's crucial meeting in Kiev of CIS leaders, which will consider the division of the old Soviet army's assets and future military structures.

Russia is anxious to extricate its men - who make up the bulk of the former Soviet army - from the growing number of trouble spots around the former Union, most notably Nagorno-Karabakh. Yesterday's decision reflects the reality that Russia can no longer afford, and does not wish, to intervene in conflicts outside its influence.

The Russian leadership is, however, reluctant to cast aside the CIS military command altogether, in part because it will continue to control the strategic nuclear forces for at least the next two years. Mr Sergei Shakhrai, the Russian deputy prime minister, said the Russian army would be created within the bounds of the CIS armed forces.

Almost all the former Soviet republics are now committed to forming their own armed forces - although only Azerbaijan, Belarus and Ukraine have said they will do this outside the CIS framework.

Russia's decision to create its own military is likely to force the other republics rapidly to build up their own defence forces - with the CIS being confined, at best, to a loose co-ordinating role.

Mr Yeltsin's decision to take over the defence ministry was in part to avoid a "conflict between the democrats and the military" over whether the defence minister should be a general or a civilian, said Mr Shakhrai - giving a glimpse into the still-existing power of the generals. He said such a struggle "could lead to grave consequences".

Mr Andrei Kokoshin, deputy director of the USA Canada Studies Institute and the most prominent civilian candidate for the post, said he believed his candidacy was still in play once Mr Yeltsin stepped down from the ministry after the initial period of creating the military forces had passed.

■ CIS hard currency gap expected to exceed \$15bn
■ Diehards challenge Moscow
■ Ukraine's U-turn on debt
Page 2
■ A shot in the parade ground
Page 19



Demonstrators outside the Moldovan embassy in Moscow yesterday protest against the government's treatment of rebels who are seeking independence for the republic

in part to avoid a "conflict between the democrats and the military" over whether the defence minister should be a general or a civilian, said Mr Shakhrai - giving a glimpse into the still-existing power of the generals. He said such a struggle "could lead to grave consequences".

Mr Nursultan Nazarbayev, the president of Kazakhstan, chose yesterday to announce the formation of a national guard dedicated to guarding the constitution, the republic's vital interests and citizen's freedoms. No mention was made of the size of the guard.

Labour pledges to ease UK tax burden

By Philip Stephens and Ivo Dawney in London

BRITAIN'S opposition Labour party yesterday promised that 80 per cent of the country's voters would gain from the party's taxation plans if it wins the April 9 general election.

As the battle over tax and spending moves to the centre of the UK election campaign, Mr John Smith, Labour's chief finance spokesman, said he would raise income tax thresholds by 10 per cent, and increase state pensions and child benefit.

Mr Smith also pledged abolition of National Insurance payments on the first £54 (\$85) per week of income earned. In Britain, National Insurance is levied on earnings at source to help pay for social security benefits.

But in a so-called "shadow budget" designed to seize the initiative from the Conservatives during the first week of the election campaign, Mr Smith signalled that lower bills for the vast majority of voters would be paid for by a sharp increase for those on high incomes.

He said that he would introduce a new top 50p top rate of income tax on earnings above £40,000 and abolish the present earnings ceiling on National Insurance Contributions. The changes mean that everyone earning more than £21,060 will pay 9 per cent more on every extra pound of income and those with gross incomes of above £40,000 will face an increase of 19 per cent.

The package brought immediate charges of a Labour "retreat" over the principle of tax cuts from Mr Norman Lamont, the chancellor of the exchequer. Mr Michael Heseltine, the environment secretary, warned that much higher taxes for those on middle incomes would threaten a collapse in the housing market in southern England.

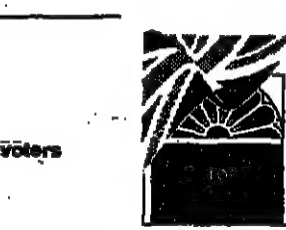
But Labour said it was a "carefully-calculated gamble" to outbid the Conservatives in the battle for the votes of those on average incomes. Even in some of the crucial electoral battlegrounds of London and the South East, only about 15 per cent would lose and the majority of those would be Conservative supporters.

Mr Smith, who unveiled plans for a package of measures to provide incentives for industrial investment, increase training provision and provide more funds for health and education acknowledged that the measures would involve a significant redistribution of income. He calculated that over two years, his budget would release £1bn for the health service, £500m for education and £1.1bn for his "economic recovery programme".

As senior Labour figures claimed that the party had "outflanked" the Conservatives, Mr Smith said: "We have had 13 years in which people at the top got preferential treatment. In this budget we are starting to take back something for the average taxpayer and the average family".

Mr Smith revealed that he would raise some of the money to finance the package by postponing for a further year the abolition of stamp duty on share transactions and by

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■ Economists give their ratings
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■ The markets take cover
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■ The ineffectiveness of targeting voters
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Nestlé wins crucial court ruling in fight for Perrier

By Alice Rawthorn in Paris

NESTLÉ, the Swiss food group, yesterday won what may prove a crucial round in its fight for control of the Perrier mineral water group.

A Paris court invalidated the purchase of a 49.9 per cent stake in Perrier by Saint Louis, the French sugar company, an ally of Italy's Agnelli family. Nestlé's opponents in the Swiss group's FF13.42bn (\$1.38bn) bid for Perrier.

This is the second major court case that Nestlé has won in the course of the takeover battle. Ten days ago another French court froze the voting rights on part of the Perrier shares owned by Exor, the property group that controls Perrier. Exor is the subject of an agreed FF5.5bn bid by the Agnellis.

These cases will be critical in determining Nestlé's chances of winning control of Perrier. Previously, the Agnelli camp could have blocked the Swiss group's bid, given that it controlled nearly 49 per cent of the voting shares. However, its

stake has now been reduced to 31 per cent, giving Nestlé more room for manoeuvre.

"Nestlé now has a very good chance of winning control of Perrier," said Mr John Rawthorn, a Paris-based analyst with UBS Phillips & Drew in London.

Yesterday's case hinged on whether Perrier had sold the block of new shares to Saint Louis as part of a "concert party" to block Nestlé's fourth counter-bid. The court has now ruled the sale to the Saint Louis shares have, in effect, disappeared.

However, Nestlé, which joined forces with Indosuez, the French bank, in its bid for Perrier, will almost certainly have to raise its offer since Exor recently mounted a counter-bid for the rest of the mineral water company's shares at FF1.475, matching Nestlé's price.

Perrier's shares rose by FF14 to FF13.650 in Paris yesterday on expectation of a counter-bid. The consensus among analysts was that Nestlé would not have to bid much more than the current market price to win control unless the Agnellis, who stand to make a considerable profit on their Perrier shares, decide to continue the fight by making yet another counter-bid.

Conversely, the Agnellis, who have been pitted in the battle against their old ally, BSN, the French food group which has aligned itself with Nestlé by mounting a FF1bn counter-bid for Exor, could decide to negotiate a settlement.

Mr Loic Morvan, an analyst with James Capel in Paris, said the court victory would give Nestlé a "considerable psychological advantage" in negotiations.

Nestlé and BSN have already indicated that they would be amenable to negotiation. They could cede Perrier and Exor's wine and property interests to the Agnelli camp in return for the mineral water brands.

Lex, Page 20

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MARKETS

STERLING New York \$1.7220 (1.7075) London \$1.7155 (1.7125) DM2.8575 (2.855) FF5.705 (5.6975) \$22.5825 (2.58) Y22.75 (22.75) £ index 89.9 (89.7)	GOLD New York Comex Apr \$343.9 (347.3) London \$343.2 (347.0)	SEA OIL (Argus) Brent 15-day Apr \$17.85 (17.875)	DOLLAR New York close DM1.8815 (1.887) FF5.642 (5.6575) SF1.585 (1.51) Y133.66 (133.655) London DM1.8855 (1.8905) FF5.6575 (same) SF1.511 (1.507) Y133.95 (133.55) £ index 65.5 (65.4) Tokyo close: Y134.3	STOCK INDICES FT-SE 100: Yield 5.00 2,470.7 (-5.3) FT-A All-Share: 1,189.05 (-0.3%) FT-SE Eurotrack 100: 1,145.61 (-8.78) New York: DJ Ind. Av. close8 (+0.45) S&P Comp 406.39 (+0.55) Tokyo: Nikkei 19,837.18 (-618.90)
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Chief price changes yesterday: Page 21

AMERICAN NEWS

Midwest applies litmus test

Jurek Martin in Chicago previews today's presidential primaries

THE Rust Belt, as the Midwest is often unkindly called, still matters in American politics for one very simple reason. Enough people live here to ensure that nobody is going to become president of the US without winning at least a share of these states in the November general election.

No strategy based exclusively on the south or the far west, or even the two combined, can have other than a faint hope of success.

For those seeking the Democratic party's nomination, especially for those from other parts of the country, the Mid-

west is the litmus test of political acceptability.

Governor Bill Clinton of Arkansas, former Massachusetts senator Paul Tsongas and former California governor Jerry Brown hail from the south, the north-east and the west respectively and all, having won at home, need to show they can score away. Here the audience does not view them as favourite sons. It wants to know more about them.

It is also often said that the Midwest is the microcosm of America's current problems. It contains ailing manufacturing industries, run-down inner cities plagued by drug addic-

tion, ethnic and racial strife, overstretched hospitals and underfunded schools.

The reality may be better than the awful picture sometimes portrayed, but nobody is claiming that an economic and social Garden of Eden has been rediscovered on the shores of the Great Lakes.

So it is to Illinois and Michigan, which vote today, and to Ohio, Indiana and Wisconsin, with later primaries, that the three Democrat contenders come with hope - and trepidation. They can be made here as legitimate candidates, or they can be broken. To a much lesser extent the same applies to the two Republicans.

In reality, Illinois and especially Michigan must constitute Mr Patrick Buchanan's last real stand to regain, as he puts it, "the conservative heart and soul of the Republican Party" from the apostasy of President George Bush.

He could go on after losing badly here, even to California in June, but increasingly people will stop listening. In Chicago the anecdotal evidence is they already have.

The same risk attaches to Mr Tsongas on the Democratic side. There is a lot of admiration for the honesty and directness of the Tsongas message. At least he says the country must pay a price for its

excesses.

But his relative lack of money and organisation seem to be underlining the more widespread perception among Democrats that a Greek from Massachusetts, who has already been hammered by Mr Clinton in the southern primaries, simply cannot win in November. If political organisation means anything, which it still does, though less than it used to, in these two states, Mr Tsongas cannot be sanguine about the outcome today.

This does not apply to Mr Brown for two reasons: he is better known and he can run on shoe-string finances. Moreover, if there is inchoate rage out there about the system, which there is, then Mr Brown, inveighing against the establishment in all its forms, is actually the man who can tap it best. He has, after all, literally nothing to lose and, to the disaffected, he makes some kind of sense.

He can also wound and goad, as Mr Buchanan has President Bush. In the television debate on Sunday night here, he launched an extraordinary, vicious attack on Mr Clinton, waving a Washington Post in the air and claiming that the governor of Arkansas and his wife, a prominent lawyer in the state, had no sense of propriety.

Michigan and Illinois primaries

Illinois		Michigan	
Population:	11.4m	Population:	9.3m
Ethnic composition:		Ethnic composition:	
	78.3% white		83.4% white
	14.8% black		13.9% black
	2.5% Asian		1.1% Asian
	(7.9% Hispanic)		(2.2% Hispanic)
Unemployment rate:		Unemployment rate:	
1988:	8.6%	1988:	7.6%
Feb 1992:	8.5%	Feb 1992:	9.0%
Bankruptcies:		Bankruptcies:	
1988:	31,472	1988:	15,623
1991:	42,710	1991:	25,423
1988 Presidential vote:		1988 Presidential vote:	
Republican:	51%	Republican:	54%
Democrat:	46%	Democrat:	46%
Convention delegates:		Convention delegates:	
Republican:	85	Republican:	72
Democrat:	164	Democrat:	131

*Persons of Hispanic origin may be of any race. Sources: Bureau of the Census; Bureau of Labor Statistics; American Redemptory Institute; Congressional Quarterly

Mr Clinton was patently outraged, especially by the onslaught on his wife, and explained that, since he became governor, she had not shared in any of the partnership proceeds that her law firm, the oldest west of the Mississippi, had earned from its dealings with the state.

His defence was measured and perhaps the watching public, exhausted from a day of wall-to-wall college basketball play-offs, will have concluded

Mr Brown overstepped the mark.

But the Brown point was to suggest yet again that for this, and other reasons, it is Mr Clinton who is genuinely unelectable against Mr Bush.

And this is why Illinois and Michigan matter most of all to Mr Clinton, over and above the number of delegates he may win and the proof that can prosper in primaries outside the south. He has to inspire confidence in his party not

only that his smoothly articulated policies make sense but also that he is not a fatally flawed personal vessel.

It is improbable in the extreme that Mr Brown will be seen as a viable alternative, and unlikely that Mr Tsongas will, regardless of how both do today. But anything less than a solid endorsement of the governor of Arkansas will encourage the growth of the ABC (anybody but Clinton) movement inside the Democratic party.

Unions hold off endorsing candidate

By Geoffrey Dyer in Washington

MOST US unions have decided to stay uncommitted in today's Midwest Democratic primaries in Michigan and Illinois, despite intense lobbying from Mr Jerry Brown, former governor of California, for their endorsement.

Twelve labour organisations which had previously supported Mr Tom Harkin, the left-wing Iowa senator who pulled out of the race last Monday, met in Washington last week to consider whom to back.

But Mr William Byland, president of the International Union of Electronic Workers (UEW), said after the meeting that there was "no chance of us endorsing anyone" before today's primaries.

Some labour leaders are sympathetic towards Mr Brown, the only candidate to oppose the North American Free Trade Agreement (Nafta), which some unions feel could endanger US jobs by encouraging companies to shift their factories to Mexico.

However, Governor Bill Clinton of Arkansas has also won some union backing.



Jerry Brown puts his case to a Michigan Baptist congregation

A new industrial resilience belies Rust Belt blues

IN CHICAGO recently, 8,000 people queued in a blizzard for hours to apply for 500 hotel jobs. Last month General Motors told 4,000 workers in Ypsilanti, Michigan that their plant, rather than one in Texas, would be closed. To many it feels as if the worst days of the Rust Belt are back.

It is not surprising, then, that the candidates in the presidential primaries this year have been tempted to play to the region's economic distress. However, the story of the Midwest's economy is not in fact as bad as it is in the country as a whole.

The story of the Midwest's economy is not as bad as that of the country as a whole, writes Barbara Durr

The region has suffered less in this recession than it did in the early 1980s, said Mr David Allardice, assistant director of research at the Federal Reserve Bank of Chicago. While the slowdown has recently begun to deepen in the Midwest, many regional analysts still say the region will pull through 1992 in better shape than the rest of the country.

In the past, the Midwest, as the industrial heartland, has tended to lag behind the nation in its economic downturn and then rebound more slowly. Analysts believe the Midwest may have fundamentally changed.

"The region has been restructuring and is in a better competitive position," said Mr Robert Schnorbus, manufacturing analyst at the Chicago Fed. This has included retooling through more capital expenditure, reduced expenses and higher productivity. Helped by a slimming of inventories over the past several months, the Midwest may well be able to bounce back more quickly than ever, he said.

While the General Motors' cuts, the demise of Midway Airlines and a long strike at Caterpillar have taken their toll on employment in Illinois and Michigan, the total number of jobs has edged up - 0.5 per cent between December and January - in the five-state area of Michigan, Indiana, Illinois, Iowa and Wisconsin.

One of the key boosts for the trimmer heartland since the start of the recession in July 1980 has been exports, in particular of capital goods. The region accounts for a large share of US capital goods production exports of which have

been growing at about 10 per cent a year over the last two years, compared with total US export growth in 1991 of 7.6 per cent.

The export picture for this year has, however, been clouded by the economic slowdowns in Germany and Japan.

But, says Ms Diane Swonk, regional economist for First Chicago: "Trade won't fall apart like some people think." Ms Swonk believes that as long as the dollar stays relatively competitive, Mexico and other newly-industrialising countries will pick up some of the slack in exports. Capital goods demand from Canada, which alone accounts for between 40 and 50 per cent of the region's trade, would also pick up later this year, she said.

The real estate sector in the Midwest has not been the plague that it has in other regions, largely because commercial property was not excessively overbuilt - though the vacancy rate is rising in Chicago - and home values did not rise sharply as they did elsewhere.

One of the more marked differences between the region and the nation is in single-family homes. Between 1988 and 1991, single-family (detached) housing starts, an indicator of middle-class prosperity, remained almost unchanged in the Midwest while they dropped 22 per cent in the country as a whole. First Chicago expects them to rise 24 per cent in the Midwest this year.

Agriculture has recuperated from its trough in the mid-1980s and has been on a steady if unspectacular course. The US exports 20 per cent of its maize and half its wheat, the bulk of which come from the region.

Net cash farm income dropped 8 per cent last year and is expected to fall slightly again this year. But overall, the farm sector has not had as serious a downturn as the rest of the economy.

Exports are expected to enjoy a slight increase this year, largely from more shipments of and higher prices for wheat.

Meanwhile the Midwest's old complaint that it has not won enough defence contracts has turned out to be a blessing. The wrenching shrinkage of the US defence industry will barely be felt in the region.

With respect to the Midwest's longer-term prospects, adjustment in the motor industry, some 60 per cent of which is concentrated in the region, and an increasing orientation to exports will be key, according to Mr Robert Diell, regional economist for Northern Trust Company in Chicago.

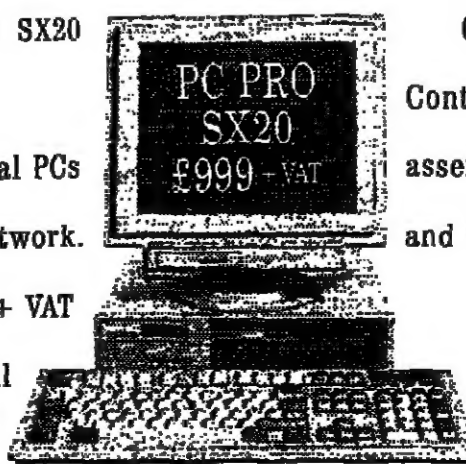


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INTERNATIONAL NEWS

Nikkei index dips to less than 20,000

World fund managers phlegmatic over fall

TECHNICAL analysts in London suggested that the Nikkei could fall another 5,000 points, after shares on the Tokyo stock exchange closed at their lowest level for five years yesterday and the Nikkei index of leading stocks dropped through the 20,000 barrier.

The Nikkei index lost 618.90 points to close at 19,877.16.

Fund managers around the world were however more phlegmatic. In London, Mr Patrick Thompson, a director of Fleming Investment Management, said that Fleming had hoped that the index could hold 20,000. "But on the day," he said, "domestic sentiment was completely shot."

Mr Thompson thinks that, under 20,000 on the Nikkei, and certainly at 19,000 or below, Japanese equities will

By William Cochrane in London, Ian Rodger in Zurich and Karen Zagor in New York

start looking cheap by their own historic standards, and by reference to the domestic bond market.

However, he also thought that domestic buyers would need encouragement, in the shape of further interest rate cuts and a greater degree of fiscal stimulus than the economy has seen so far.

Mr Peter Widmer, director of Bank Julius Baer in Zurich responsible for international institutional asset management, did think the market could go lower. "The drop below 20,000 will obviously have a short-term impact," he said. "There could be a sell-off - perhaps 10 per cent - leading to buying opportunities."

Mr Widmer said Baer had about a third of the equity portion of its portfolio in the Tokyo market at its peak, but that now it had virtually nothing, except for some lingering positions in Swiss franc convertibles.

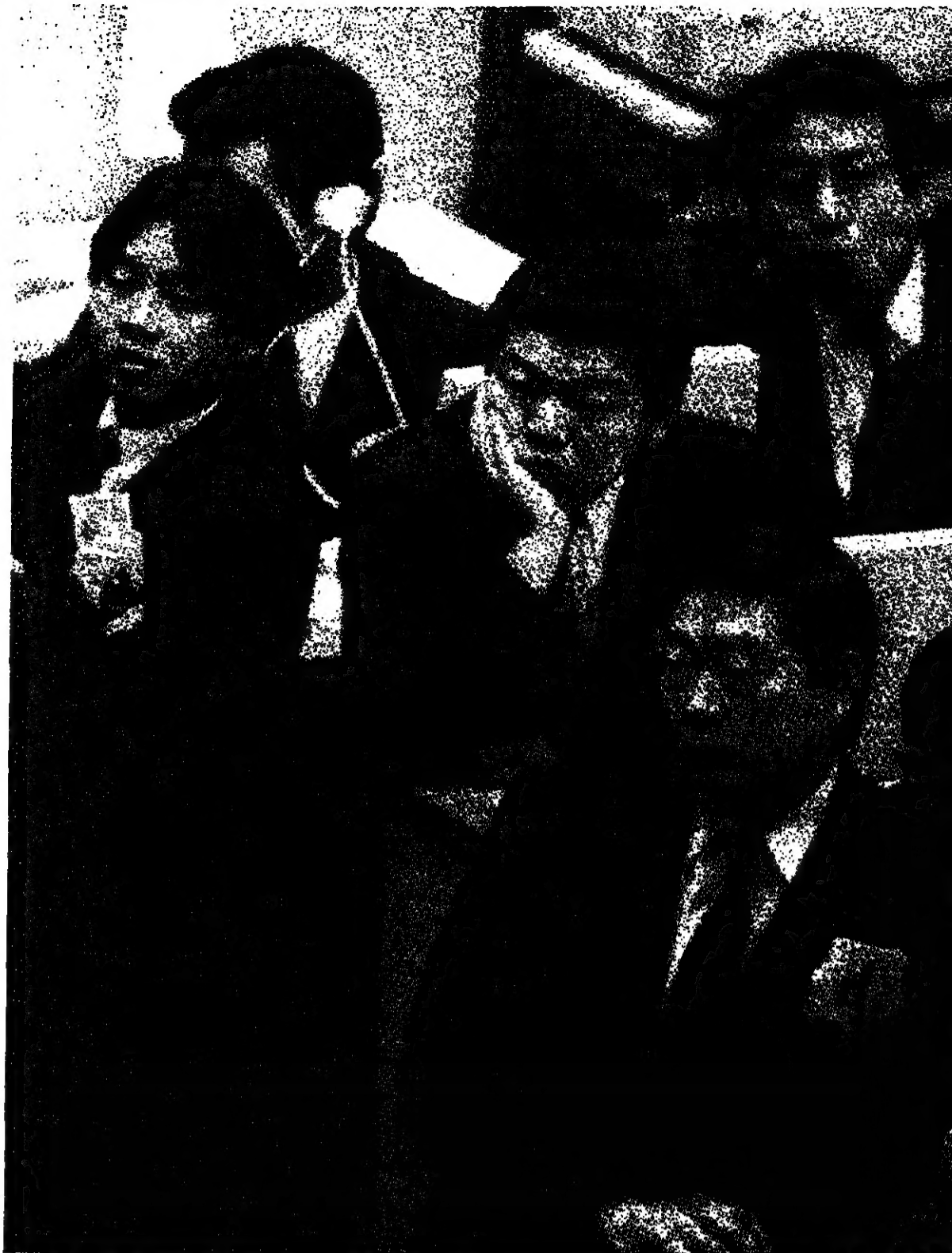
"A lot of stocks have dropped by 60 to 70 per cent so we are actively looking for jewels. Corporate results will be lousy, not only those announced in the next month or so, but also in September."

Fidelity Investments, the largest mutual fund company in the US, said that it, too, did not have much to worry about.

Mr John Hickling, who manages Fidelity's International Growth and Income fund, said: "I've been very dramatically underweight in Japan for some time."

"A lower stock market would make Japan more interesting to us, but right now it's a bit like catching a falling knife - sometimes it's safer to let it stick in the ground than to catch it in mid-air."

Looking ahead, Mr Hickling expects a little weakness in the Japanese market through March until funds start trading for settlement in April, when there should be some sort of a bounce.



That sinking feeling: stockbrokers gaze at the Tokyo exchange yesterday as share prices plunge

Israel ready to host arms probe

ISRAEL is willing to host a US fact-finding team and meet any other US requests to disprove allegations it may have illegally shared US arms technology with China, Mr Moshe Arens, the Israeli defence minister, said yesterday, Reuters reports from Washington.

Mr Arens, speaking to reporters at the Pentagon after meeting Mr Dick Cheney, the US defence secretary, said the allegations, which Israel has strongly denied, were a "serious matter".

"We'll be looking at ways of making sure that the US can verify that Israel, contrary to US intelligence, never shared US-made Patriot missile technology with China, Mr Arens said. "Because that is the case."

Iran assails Turkey over arms grab

By Michael Field in Tehran and agencies

IRAN has bitterly attacked Turkey after a state security court in Istanbul confiscated a ship carrying a cargo of arms on its way to an Iranian port.

The 2,700 tonnes Cyprus-registered Cape Malens was stopped in the Bosphorus last October soon after it had left a Bulgarian port carrying anti-aircraft guns, rocket launchers and ammunition.

The Turkish court said the vessel was "shipping arms and ammunition in an organised manner" and was thus in contravention of an international treaty which requires all arms shipments through the Black Sea and Aegean to be notified to the Turkish authorities.

Iran gave no such notification, claiming that the Bosporus counted as international waters.

Iran had hoped that after the ship was seized its release would be assured both by diplomatic efforts and through the good relations enjoyed by President Ali Hashemi Rafsanjani and Mr Turgut Ozal, his Turkish counterpart, who is associated with an Islamic constituency in Turkish politics.

However, the state security court yesterday handed the freighter over to the Turkish armed forces. Although the 24-man crew was freed late last year, the court sentenced its captain to five years in prison.

Iranian officials do not accept that a Turkish court

can be politically independent and say they believe Mr Suleiman Demirel, the prime minister, and ultimately the US, are behind the decision.

In an editorial at the weekend, the Tehran Times, known to reflect the views of Mr Rafsanjani, said the decision seemed to "favour the American strategy of starting a cold war tension between Iran and Turkey".

The report went on to condemn what it described as the "widespread corruption and practice of bribery in the Turkish bureaucracy", accusing the highest levels of the Turkish government of corruption.

Even allowing for the fact that the Iranian government's

rhetoric is more colourful than its actions, these attacks in the Iranian press show that the Iranian government is deeply upset.

Ayatollah Musa'ab Zahedi, the Iranian prosecutor general, on Sunday cancelled a meeting with the Turkish ambassador and called the confiscation "obscene and illegal".

Turkish officials, meanwhile, have claimed that Iran is backing an organisation called Turkish Hizbollah which they claim is active in south-eastern Turkey and aims to overthrow the Ankara government.

The Iranian foreign ministry has replied that the forging of such charges are "the common practice of Turkey's propaganda machinery".

US chip company signs Japanese licensing deals

By Steven Butler in Tokyo

TEXAS Instruments (TI), the US semiconductor company, has signed cross-licensing agreements with two Japanese companies that recognise TI's claim to have invented the integrated circuit, a fundamental device in all modern electronic equipment.

The agreements, with Sharp and Ricoh, represent an important step for TI towards protecting hundreds of millions of dollars in patent rights in Japan. They are particularly significant because they are the first such agreements since a decision last summer by Fujitsu, the Japanese computer company, to dispute TI's claim in the Japanese courts.

It had been feared that other companies would hesitate to recognise the Texas Instruments patent until its dispute with Fujitsu had been resolved.

Texas Instruments said yesterday, however, that it was continuing to negotiate licensing agreements with at least ten other electronics companies, including Mitsubishi Electric, and that the negotiations appear to have been unaffected by the Fujitsu dispute.

Seven Japanese companies have now accepted the Texas Instruments patent claim, including Toshiba, Oki Electric, Matsushita, and NEC.

Texas Instruments first applied for a Japanese patent for the integrated circuit in 1960, but struggled until 1989 before the "Kilby" patent - named after a co-inventor of the integrated circuit, Mr Jack Kilby - was accepted by the Japan Patent Office.

Texas Instruments claims the patent covers fundamental technology that applies to all integrated circuits, while Fujitsu claims its own semiconductor devices do not use Texas Instruments technology.

Fujitsu last July sought a court determination that the Texas Instruments patent does not apply to Fujitsu products. Seven court hearings have been held to date, and final resolution is expected to take at least another year. Texas Instruments hopes that recognition of its patent by other Japanese companies will support its case.

The shift in policy, which emerged publicly during the talks that Mr J N Dixit, India's foreign secretary, held in Washington last week, provoked a parliamentary uproar here with the opposition charging that the government had bowed in to US pressure.

The US has been pursuing non-proliferation in South Asia more vigorously since the disclosure of Iraq's nuclear capability and the threat that the Islamic republics within the former Soviet Union might also gain possession of nuclear weapons.

Mr Faleiro repeated to parliament that India would not sign the nuclear non-proliferation treaty - which India regards as discriminating in favour of existing nuclear powers, including China. He also put into cold storage the US proposal, backed by Pakistan, for a five-nation conference on regional non-proliferation. Participants would have been included Russia and China - whom India regards now as having no role in this region.

India's counter-proposal for bilateral talks with the US on non-proliferation makes a big advance from the rigidity that has governed Indian nuclear policy for over a decade.

Tokyo acts to halt rise in illegal Iranian immigrants

By Steven Butler in Tokyo

JAPAN has moved to stem illegal immigration by agreeing with Iran to suspend a bilateral visa-exemption treaty that has been operating since 1974.

Under the treaty, Iranian tourists were permitted to visit Japan without a visa. However, an increasing number of Iranians have been entering Japan as tourists and staying in the country illegally to work. Demand for foreign labour in Japan is high in the service and construction industries.

The foreign ministry said that Iranians entering Japan had nearly tripled from 1989 to 1991, with 44,376 Iranians entering the country in the first 11 months of the year. At

the same time, Japanese immigration officials were refusing entry to an increasing number of Iranians who arrived in the country. This came to 6,631 in the first 11 months of 1991, compared to 1,571 in all of 1990.

In December, Iran refused entry to Japanese in Tehran in retaliation for Japan's deportation of illegal Iranian workers.

The visa-exemption treaty is a relic of Japan's attempts to promote close relations with the oil exporting nations of the Middle East. The Foreign Ministry said yesterday, however, that the agreement to suspend the treaty would not affect other aspects of the bilateral relationship.

Indians shift stance on N-weapons

By David Housego in New Delhi

THE Indian government yesterday confirmed an important shift in foreign policy when it told parliament that India would soon begin bilateral talks with the US on nuclear non-proliferation in South Asia.

The first round of talks are due to be held in New Delhi in May when a US delegation will explore the possibility of confidence building measures between India and Pakistan aimed at making South Asia - where both countries have a nuclear capability - a nuclear safe area. Possible measures could include mutual inspection of nuclear facilities and troop redeployments aimed at reducing border tensions.

A further sign of the new warmth of ties between India and the US was the confirmation by Mr Eduardo Faleiro, minister of state for external affairs, that the US and India would for the first time conduct joint naval exercises. The exercises reflect the collapse of India's Treaty of Friendship with the Soviet Union and the US's increasing openness towards Pakistan - formerly its closest ally in the region.

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Iraq and UN prepare for oil sale talks

IRAQ and the United Nations are expected to resume talks later this week on the possible sale of \$1.6bn worth of Iraqi oil but no definite date has yet been set, a UN spokesman said yesterday, Reuters reports from New York.

The spokesman also announced that the UN team would be led by Mr Giandomenico Picco, the assistant secretary-general who led efforts to secure the release of hostages held in Lebanon.

Mr Picco, an Italian national, will replace Mr Kofi Annan of Ghana, the assistant secretary-general who headed UN negotiators at previous talks with Iraq in Vienna in January but has since been assigned other duties.

The UN announced last Friday that the oil talks would resume this week, but gave no precise date.

The announcement followed a meeting between Mr Boutros Boutros Ghali, the UN secretary-general, and Mr Tariq Aziz, Iraq's deputy prime minister, who had been taking part in a Security Council debate last week on Iraq's alleged failure to comply with council resolutions requiring the scrapping of its weapons of mass destruction.

Iraqi sources in Baghdad said earlier yesterday that Vienna talks might begin next week rather than this week, since Mr Aziz had not yet returned home and reported to his government.

Iraq is bound by UN economic sanctions imposed after its invasion of Kuwait in August 1990.

The Security Council last September authorised the sale of \$1.6bn of oil over a six-month period to enable Baghdad to buy nearly \$1bn worth of humanitarian supplies, to begin a \$1.5bn UN Gulf war reparations fund, and to pay for the destruction under UN supervision of Iraq's weapons potential. Baghdad has so far rejected the plan on grounds it would be of limited benefit while violating the country's sovereignty.

Some council members have expressed readiness to renew the oil sales scheme in some form, but may first wish to await the outcome of the next round of talks in Vienna.

WORLD PHARMACEUTICAL CONFERENCE

More concentration in drugs industry seen as inevitable

By Paul Abrahams

FT FURTHER concentration of the world's pharmaceutical industry is inevitable, according to Professor Horst Meyer, head of pharmaceuticals at Bayer, the German chemicals group.

The need for substantial investment in research and development required to discover "block-buster" drugs with sales of more than \$500m a year was beyond the means of all but the largest companies, he explained yesterday at the Financial Times World Pharmaceuticals Conference in London.

The top ten companies were spending 35 per cent of all money dedicated to pharmaceutical research and development and the proportion was likely to increase, he said.

In addition, smaller companies were handicapped by their inability to market drugs in the three largest markets - the US, Europe and Japan. The top pharmaceutical groups were able to recover their ever-larger investments by selling the drugs in all three areas, added Professor Meyer.

However, Mr Bernard Taylor, executive chairman of Medeva, the small UK pharmaceuticals group, said

companies with sales of less than \$1bn a year only lacked critical mass if they had ambitions to invest substantial amounts in research and development.

Mr Taylor said there was plenty of room for small and medium-sized companies willing to market products whose sales were too low for the larger groups. The smaller companies could invest in higher-margin products such as vaccines where the barriers to entry remained high.

Alternative products available to such groups included drugs with complicated delivery systems and pharmaceuticals whose formulations could be enhanced with minimum additional investment, he said.

Mr William Parfett, president of The Upjohn Company, the US healthcare company, said winning groups would have to form effective strategic alliances for access to essential technologies or to broaden their geographic cover.

According to Dr Hakan Mogren, president and chief executive at Astra, the Swedish company, pharmaceuticals groups would also have to concentrate their research efforts in a limited number of fields if they wanted to be successful.

UK shipyard to build two Oman warships

By David White, Defence Correspondent

BRITAIN'S Vospers Thornycroft shipyard has been told to go ahead with construction of two missile-carrying frigates for Oman, in the first significant foreign order for British warships for more than three years.

The deal, confirmed at the weekend after months of negotiation, is worth more than \$150m including support.

Details of the planned armament for the ships, due to be built over the next four years, are being kept secret.

The 83-metre frigates represent the UK's biggest naval export order since Vospers Thornycroft received the go-ahead from Saudi Arabia in 1988 to build the first three in a planned series of minehunters.

Mr Chris Gilling, the group's finance director, said the Oman order would not affect plans already under way for 350 redundancies at the yard. But he said it would assist Vospers Thornycroft's competitiveness in other export markets by enabling it to resume steel shipbuilding work in addition to vessels made of glass-reinforced plastic.

In 1989, the Southampton-based shipbuilder was set to build three frigates of the same type for Brunei. But the Brunei government subsequently decided to re-open the contract to international competition and has yet to invite fresh bids.

Foreign investment in Taiwan falls 61%

By Luisa Mude in Taipei

FOREIGN investment in Taiwan's industries fell 61 per cent to US\$132m in the first two months of the year from the same period last year, while Taiwanese investment abroad dropped by 66 per cent to \$229m.

Japan was once more the biggest investor, according to figures published yesterday by the Ministry of Economic Affairs. More than \$50m of funds for investment into Taiwanese industry were approved in January and February. The second largest was Europe, with \$25m.

Rising operating costs on the island have taken their toll on inward investment, and the world recession has affected both inward and outward investment,

according to economists.

Foreign investment interest centred on trade and the electronics industry. However, foreign investment in electronics fell nearly 90 per cent from last February, and investment in the plastics sector increased more than 10-fold.

Analysts say, however, that these statistics are based on applications approved, not on funds actually entering the country, and that duplicate applications by foreign companies in several countries in the region can lead to over-estimation of foreign investment.

Although Taiwanese investment abroad decreased overall, funds approved for investment in the US were up by nearly 40

per cent on the same period last year, to \$44m, 19 per cent of all outward investment approved from January to February.

Officials say the outward investment figures measure only investments made through official channels. Many companies often do so without registering with the government.

Taiwanese investment in China is increasing, bringing with it the fear of over-dependence on mainland markets. Taiwanese companies invested \$15.5m in Fujian province alone in 1991, and \$15.6m in southern China in January and February, \$11m of which was in textiles, electronics and plastics.

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Singapore opposes Asean move over Burma

By Kieran Cooke in Singapore

SINGAPORE'S prime minister, Mr Goh Chok Tong, has ruled out any unified initiative by the Association of South East Asian Nations on Burma for that territory by Burmese soldiers pursuing Karen guerrillas, Victor Mallet reports from Bangkok.

Border skirmishes have been particularly intense in the last few days as the Burmese military tries to overrun Karen strongholds before the rainy season. Thai officers

have rejected demands from their Burmese counterparts to withdraw from the area and the military-installed government in Bangkok, which enjoys good relations with Burma, has shown no public sign of concern.

Further north, the Burmese army's capture of Sleeping Dog Hill at the weekend could lead to the capture of the nearby Karen headquarters at Mauerlaw.

Mr Goh said each of these protests had been delivered individually. There was no common approach within Asean to Burma.

Asked about the considerable arms build-up in south-east Asia recently, he said this was not a response to US withdrawal from the area. "Com-

tries in this region always have believed in what is called national resilience," said Mr Goh. "They must have the capacity to defend themselves."

Singapore has one of the best equipped military machines in south-east Asia and spends more on defence per capita

than any other country in the region. "I always imagine Singapore as a very small state that any adventurer can grab with one hand. If you want to prevent that happening you've got to take defence seriously," he said.

On domestic politics, Mr Goh said he would continue to try to offer Singaporeans more choices and a less regulated society. "We are trying to widen the fairways," he said.

He was opposed to Singapore importing any more foreign workers to try to alleviate Singapore's serious labour shortage. The government says there are about 150,000 foreign workers in Singapore, but unofficial estimates put the figure at nearly double that. Most of them come from the Philippines, Indonesia and Sri Lanka.

INTERNATIONAL NEWS

Portuguese slowdown worse than expected

By Patrick Blum in Lisbon

PORTUGUESE economic growth was smaller than expected last year, with investment and industrial activity showing clear signs of slowing down, according to Portugal's National Statistics Institute (INE).

The INE figures were published at the weekend in *Semanário Económico*, the leading economic and business weekly newspaper, which will publish a full report on the economy later this month.

The figures suggest that gross domestic product grew by only 2 per cent in 1991, compared with previous official estimates of 2.7 per cent. The new figure is markedly lower than the 4.2 per cent growth

achieved in 1990, and while it remains above an estimated 1.3 per cent average growth for the European Community last year, the extent of the slowdown is more pronounced than had been thought.

There was a smaller than expected rise of about 2 per cent in real terms, in investment, down from a rise of 7.3 per cent in 1990, while the use of industrial capacity is calculated to have declined by between 2 and 3 percentage points.

According to INE, exports grew by only 1 per cent, while imports rose by 6.4 per cent with a "strong increase" in consumer goods imports.

These latest figures underlie

Portugal's difficulties in maintaining a high growth rate when its most important trading partners are in recession. They will worry the authorities, whose aim is to maintain growth well above the Community average while sharply cutting inflation - which was 11.4 per cent last year - in an effort to bridge the gap between Portugal and its richer EC partners.

Central bank officials said at the weekend they were maintaining their estimate of 2.7 per cent growth for last year, though other economists suggested growth could turn out to have been even lower than the 2 per cent envisaged by INE.

More staff vital, say German customs

By Christopher Parkes in Bonn

GERMAN customs officers yesterday demanded more staff to round up "cattle by the hand" and "cigarettes by the tonne" smuggled yearly across the frontiers with Poland and Czechoslovakia.

The European Community would become "a playground for international bandits" if border security to the east and the south were not tightened, Mr Richard Müller, chairman of the BDZ customs officials association, said yesterday.

The Polish border was a particular problem in the east, but there was also a "security deficit" in the south, where Spain and Portugal were unable to police their external borders effectively.

He was astonished that in laying plans for internal police co-operation through Europol, member states had excluded customs authorities.

Mr Müller said his members were currently seizing about 30m cigarettes a month, and estimated that the volume of smuggling was closer to 100m.

Experience had shown that gangs involved in tobacco smuggling typically graduated to running hard drugs once their networks were established.

Seizures of heroin, shipped into Germany from the Middle East via the Balkans rose 90 per cent last year and the number of drug-related deaths in the country exceeded 2,000.

France divided on Arab links

FRANCE has appeared much more sympathetic to the engineers of the coup which two months ago interrupted Algeria's first multi-party elections since the recent visit to Paris of Mr Lakhdar Brahimi, the Algerian foreign minister.

It has underlined this support by increasing a revolving line of credit, granted in 1990, from FF35bn (£300m) to FF45bn. However, such gestures cannot conceal the very contradictory reactions of the French political establishment to events in Algeria.

This confusion stands in contrast to the reactions of some leading French industrialists and of the former prime minister Raymond Barre.

Mr Barre believes that France should consider a bold gesture, such as deferring payments on Algeria's FF185bn French state guaranteed debt for two years. This would give the country breathing space at a time when a 74 per cent debt service ratio is threatening its economy.

According to Mr Barre: "We [France] could play an active role, together with the Japanese, who are Algeria's second largest creditor, and the IMF to help the Algerians implement the economic reforms aimed at liberalising the economy and creating jobs which they have already set in motion."

However, France's leaders are facing the most serious domestic crisis in a decade and President François Mitterrand appears disinterested in foreign affairs beyond Europe.

The authorities are further hamstrung by the growing popularity, in the run up to next Sunday's regional elections, of the extreme right-wing National Front led by Mr Jean Marie Le Pen, who was an active fighter for the "Algérie Française" 30 years ago and makes no secret of his anti-Arab feelings.

The illusion that France still had an "independent" Arab policy was shattered by the war which followed Iraq's invasion of Kuwait 18 months ago. Recent events in Algeria have underlined how important it is for France to reformulate what can only be described as the "ball and chain" relationship it maintains with its former African colonies.

Nowhere is that need more urgent than with regard to Algeria - yet with no country is it more difficult. A love-hate

Francis Ghiles on the reformulation of a 'ball and chain' relationship

relationship, born of a 132-year history, encompassing a cruel war of independence which toppled the French Fourth Republic in 1958, makes it difficult for the French to treat Algerian issues on their merits.

It was Mr Mitterrand, then Minister of the Interior, who ordered that the Algerian "rebellion" of November 1954, be ruthlessly suppressed. Many of his ministers were among the 25m French officers and conscripts sent out to fight a war to "maintain order".

French officials and businessmen are, however, split into two camps. Some evoke the rank France holds in the world in words which sound like Gaullism writ small. They strongly resent what they feel is the intrusion of Italy, Spain, Japan and the US into their former colonies.

Others are convinced that now is the time, with Algeria in desperate need of support, that France should be lending a helping hand.

Leading French companies such as Total and Peugeot are convinced that the stability of Algeria, one of the few middle-ranking third world countries where French attitudes might influence other leading western players, is vital to French strategic interests.

For the other camp, the French ambassador to Algiers, Mr Jean Audibert, four months ago publicly dismissed Italy's decision to refinance its state-guaranteed debt with Algeria as akin to a "diplomacy of trikot". Italy's action enabled Algeria's policy of refinancing its \$23.9m foreign debt rather than rescheduling it to get off the ground. Mr Audibert's views reflect that of an older generation in France, some of them former colonial administrators, who appear to regret the days when France ruled the roost.

A younger generation of officials and France's larger and more successful companies have no such worries. They recognise that France must work with Italy and Spain to promote Mediterranean interests in the EC as Germany will



Moving centre-stage: Raymond Barre believes France should play an active role in helping Algeria reform

fight for the east European countries. They feel that North Africa is as important to southern Europe as Mexico is to the US. They know that Algeria has not been an easy customer, but are convinced that if France succeeds in formulating a more focused regional approach, it will avoid the kind of sudden crisis it is all too prone to in its relations, notably with Morocco and Algeria.

The so-called Five plus Five meetings, which bring together south European and north African countries, were launched a few years ago, at France's initiative, but it is only recently that other European participants have begun to see a French desire to break with the past.

French businessmen are mindful of Algeria's vast reserves of natural gas, and the fact that, if economic reforms meet with even partial success, the Algerian market in cars, pharmaceuticals and foodstuffs is well worth fighting for. Nor are they unaware of the presence in France of at least 1.5m north African immigrants and of the strong pressure to emigrate from a country where unemployment among the 18-24 age group is running at 48 per cent.

They accept that deferring some of Algeria's debt payments will not be cheap but suspect it might be a lot less expensive than the fall-out which economic breakdown in North Africa's largest country would produce.

Norway weighs cost of arms

By Karen Fosell in Oslo

NORWAY'S Defence Commission yesterday unveiled a far-reaching study, based on two years' work, advocating zero growth in military expenditure over the next 15 years.

The commission's recommendation for military spending is 13 per cent lower than that made last Friday by Admiral Torleiv Rein, the Chief of Defence. It was based on an absolute minimum requirement enabling Norway to defend itself against an invasion for between two and four weeks while awaiting

allied reinforcements. The difference in expenditure between the two recommendations is about Nkr50bn (\$7.8bn) from 1993, excluding Nato infrastructure costs. But the commission's recommendation is based on its study of the perception of future military threat to Norway and what is necessary for the country to maintain a credible defence structure.

The commission's study calls for investment of Nkr550.2bn in the period 1993-2008 while Admiral Rein recommends expenditure of Nkr511bn during

1995-2012.

Mr Kaare Willoch, the former conservative prime minister who headed the Commission, said 14 out of 15 members agreed investment in military hardware should comprise 30 per cent of investment during the next decade. The commission therefore sees a marked shift in military investment from personnel and administration to hardware for the air force and navy.

The two studies will be used as working documents by the Ministry of Defence to plan long-term defence investment.

Nationalists gain in Catalan elections

NATIONALISTS made significant gains in Sunday's elections to Catalonia's autonomous parliament, which returned Jordi Pujol to power for a fourth successive mandate with an increased majority, writes Tom Burns from Madrid.

Mr Pujol's centre-right Convergència i Unió (CIU) coalition gained 71 seats in the 135-member Catalan parliament, two more than in the 1988 elections.

Meanwhile, Esquerra Republicana de Catalunya (ERC), a party that for the first time was openly calling on voters to back independence for Catalonia, doubled its share of the vote to 8 per cent and raised its membership in the

assembly from six to 11.

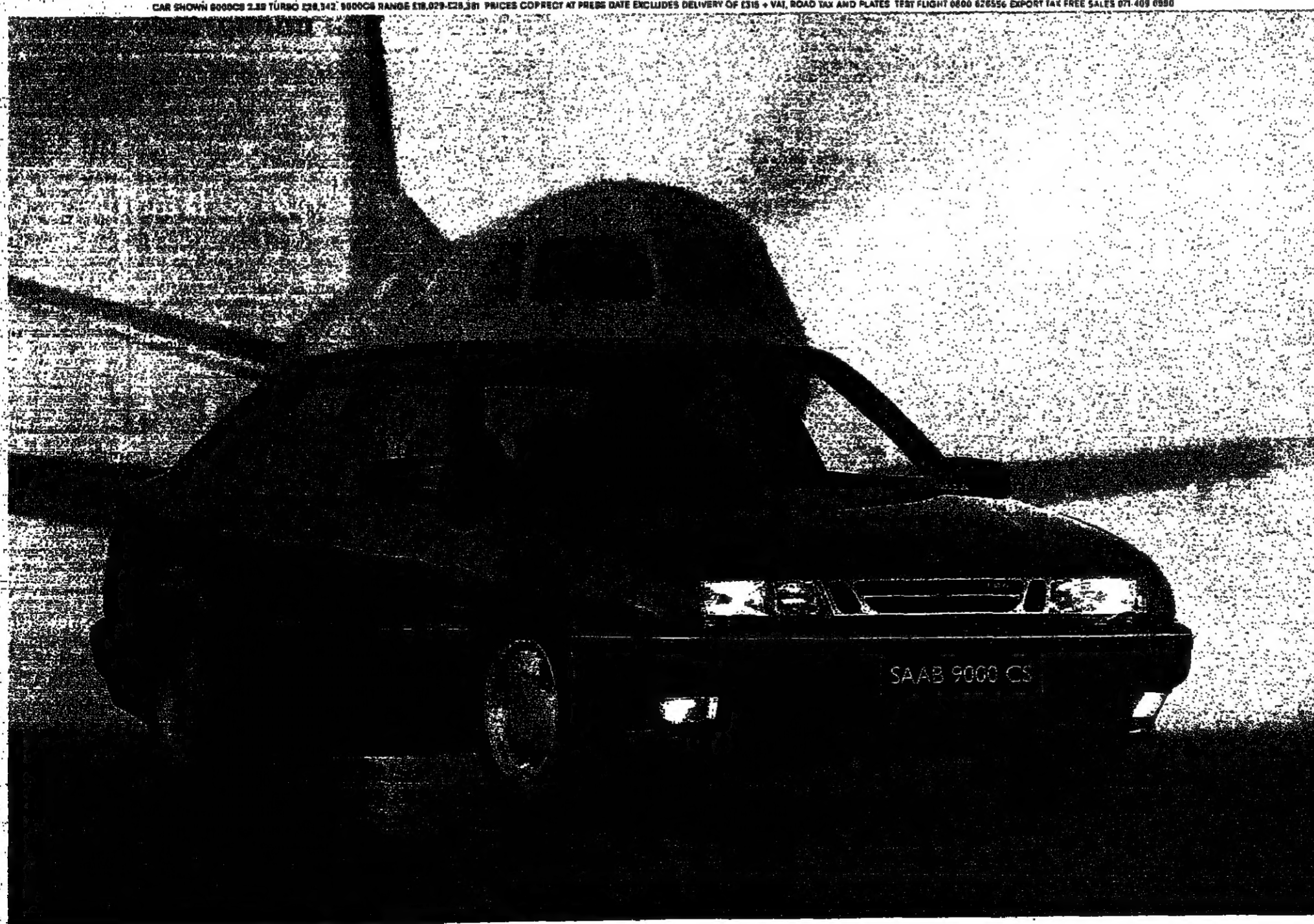
The Socialist party was the chief casualty of the poll, with the loss of three seats and returning of 39 members its worst result to date in the Catalan legislature. The ebbing support for the local socialists could indicate a growing disillusionment with the Madrid government - where the socialists held sway - in the wake of a succession of corruption scandals.

The Communist party, formerly the third force in Catalonia, lost two of the nine seats it held four years ago, while the Madrid-based conservative party, Partido Popular, won seven seats, one more

than in 1988, and the small liberal party, Centro Democrático y Social (CDS), which had three members in the outgoing parliament, failed to return a single member.

The polls highlighted the growth of nationalism in Catalonia with the locally based parties, CIU and ERC, obtaining 61 per cent of the vote between them, up from 55 per cent in 1988's regional polls.

Mr Pujol now emerges a powerbroker in national politics, with general elections due next year. Likely to rob the Socialists of their present slim majority and elect a hung parliament. The CIU returns between 18 and 20 members to the Madrid parliament in general elections.



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UNITED

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UK NEWS

ELECTION 1992

Smith kills charge of concealed tax agenda

By Ivo Dawney, Political Correspondent

AN election-winning Budget it was probably not. There was too much detailed talk of complex, voter-unfriendly concepts such as thresholds and National Insurance for that. But nor can Labour's unprecedented shadow budget extravaganzas be written off as merely defensive public relations gestures. As one of the party's senior number-crunchers put it: "We have been playing a lengthy game of poker - as far as I am concerned, we have won."

That, too, is premature. Only on April 9 will the game be formally judged. In the meantime, just as a real budget demands a decent interval before the initial verdicts become clear, so must that unveiled yesterday by Mr John Smith.

But as the economists pour over the figures, some political conclusions can be drawn immediately.

First and, arguably, foremost, the shadow chancellor's detailed presentation kills dead the charge that Labour has been concealing a confidential folder of tax horrors from the electorate.

Asked directly by the Financial Times yesterday whether he had further proposals under his desk, Mr Smith swallowed, then gave his pledge that there was no more to come, at least, in his first Budget.

The Conservatives' claims that there is a buried "Tax Bombshell" - an average of £1,000 per head was the politically powerful charge in January - has effectively been defused, however much it may still be repeated in the election campaign.

Furthermore, Mr Smith's calculation that somewhere between 80 to 90 per cent of taxpayers will either

be beneficiaries or unaffected will be a statistic deployed time and again by Labour canvassers.

If Mr Smith's figures are right, their revenue-raising impact will give a Labour government a total of £5.4bn to play with up until the end of its first full year in government - that is until April 1994.

This not only provides the funds for Labour's £1.1bn recovery programme. It makes way for the party's plans to allocate £1bn for the National Health Service and £600m for education, with plenty to spare for other schemes.

Months of Tory attacks along the lines of "there they go again, spending money they haven't got" should, in theory at least, now fall.

Above all, Mr Smith's fully-patented remedy for Britain's ills at least appear to address the parts

Labour policies are intended to reach. Its strongly redistributive underlying theme will go down extremely well in all quarters of the party from right to left.

Whether, however, the Budget also "sells" Labour to the country's crucial floating voters remains the huge and, until the opinion pollsters do their work, wholly unanswered question.

The political calculations behind the Budget-making exercise were based on two essential objectives. Labour was well aware that the tax and spending issues would form the focus of the Tories' negative campaigning.

The findings of private polling revealed the powerful impact of Tory Central Office's January tax offensive on what one Labour official described as Basilston man. "We dis-

covered that a group of people earning between £12,000 and £16,000 a year who had nothing to fear at all from us, believed what the Tories Bombshell. We had to deal with that."

Mr Smith also dealt with fierce hostility - particularly from the recently redundant - to his plans to apply a 9 per cent National Insurance levy to unmeasured income over £3,000. On the advice of his postbag, he dropped it.

But none of this frees Labour from Tory charges that it is essentially hostile to the better off. Many not-so-rich Basilston men will be affected. What is more, those that simply aspire to salaries, over and above the relatively modest sum of £21,060 - the point at which the NIC measure bites - will also be wary.

The shadow chancellor was honest enough to deal with that head on yesterday. "We have had 13 years in which people at the top got preferential treatment," he said. "In this budget, we are starting to take back something for the average taxpayer and the average family."

The task now lies with Labour's campaign propagandists to present the shadow Budget as a new battleground on which voters must choose between the two parties.

Yesterday's unprecedented exercise - a historic first for any opposition party - gives voters more detailed data from which to make their decision than ever before.

Yet, despite all the razzamatazz, there are still no guarantees that the electorate will thank Mr Smith for that.

Proposals would help low paid, study says

By John Authers

HOW would the alternative budget proposals affect FT readers?

A study by the Institute of Fiscal Studies shows that 48 per cent of the population will benefit under Labour's proposals, while 17 per cent would do better under the Tories.

Labour's proposals would help the lowest paid, and would be virtually neutral for a broad swathe of middle-income earners, according to the study.

For example those earning between £400 and £499 are on average £2.13 per week better off, while those earning between £500 and £599 are £1.49 per week worse off.

This thanks mainly to the abolition of the ceiling on National Insurance contributions, which effectively means that nobody currently earning more than £22,000 per year pays more than £1,699 in NICs. But only 1 per cent of those with an income of more than £1,000 per week will be better off under Labour, according to the IFS, while 96 per cent will be worse off. Their average weekly loss is £105.70.

Figures produced by Price Waterhouse, the accountancy firm, show how the mechanics of this will work. They take as their example a family with only one breadwinner with a gross annual income of £150,000.

While under the Conservative budget this family would only pay £48,454 in income tax at 40 per cent, under Labour they would pay £5,070 at 40 per cent and £54,140 at 50 per cent. Abolition of the National Insurance contributions ceiling also adds to the tax burden. Under the Conservative budget the National Insurance bill would be £1,699. Under Labour this increases to £13,347.

This means that take home pay would be reduced from £94,225 to £72,653. On the assumption that the family has two children, Labour's child allowance proposals would reduce this difference slightly from £94,225 to £72,653, a reduction of £428.38 per week, or 23.6 per cent. For a family earning £100,000 gross, net pay is reduced by 19.67 per cent.

Families on this income but with two earners are much less severely affected, because they earn double the amount at only 25 per cent tax before the higher rates become payable. A family earning £250,000 gross annually would also pay more, although the effect is less marked. Net pay is reduced by £4,454 at 40 per cent, would pay £5,070 at 40 per cent and £4,140 at 50 per cent. NICs would rise to £4,247.

This makes for a reduction of exactly 10 per cent in take-home pay, from £24,022 to £20,618.

ECONOMISTS GIVE THEIR RATINGS

BILL MARTIN - UBS PHILLIPS & DREW

Score: 1 out of 10

THE spending measures are strangely focused for a party which seeks to use fiscal policy to boost the economy's long-term growth rate. What role do higher child benefit or extra pensions play in that? The abolition of the national insurance contributions ceiling is in itself a useful taxation measure but the implications of the top rate of income tax and national insurance contributions will probably undermine the work efforts of the higher paid and to that extent undermine the supply potential of the economy. Industrial measures were too small-scale.



PETER SPENCER - SHEARSON LEHMAN

Score: 7 out of 10

I GIVE it two cheers. It is a prudent budget remaining within the limits set by the government's own budget proposals. It maintains the safety net of the ERM and as such there is little in this to worry the financial markets. In terms of income distribution the budget casts Mr Smith in the guise of a later day Robin Hood - taking from the rich, and not so very rich, to give to the not so poor. You have to have a taxable income to benefit from this - the very poor do not do so well. His main failing is that it does very little to help boost confidence and promote economic recovery.



DAVID KERN - NATWEST BANK

Score: 5 out of 10

BASICALLY an unsurprising shadow Budget which confirms the perception of John Smith as a competent and fundamentally prudent potential chancellor. This is underlined by the net tax increase of £1.5bn. However, the statement leaves some big question marks. It is not at all clear what assumption Labour is making about privatisation receipts, and although there was a commitment to staying in the ERM, the statement did not address the widespread anxieties in the City that Labour might devalue.



KEVIN GARDNER - S.G. WARBURG SECURITIES

Score: 5 out of 10

ONE point higher than Labour but only just. There is much consumption going on but it is different people doing the consuming. It is a redistributional budget with a macro framework, not much different from last week's Budget. The overall tone of Mr Smith's presentation should be reassuring to the markets. It is quite encouraging to have an opposition party quietly to propose in a reasonably systematic way. Also welcome is Mr Smith's restatement of the commitment to the exchange rate mechanism, and the fact that there are no plans to become more than the present government. There is not as much stimulus to investment as expected.



'A fair deal for average taxpayer'

By Peter Norman, Economics Correspondent

MR John Smith, Labour's shadow chancellor, yesterday unveiled a draft Budget that, he said, would "provide a fair deal for the average taxpayer" and help Britain achieve recovery from recession.

Compared with what had been announced and leaked in advance, Mr Smith's proposals contained few surprises. To a considerable extent, he has taken over last week's Conservative proposals to help business and added some of his own, such as a one-year increase in capital allowances to 40 from 35 per cent and increased government spending on training and providing job experience.

But on personal taxation and benefits, Labour's Budget plans map out a different philosophy from that advanced by Mr Lamont in his Budget last week. The average tax payer stands to be better off under Labour, but not dramatically so. At the higher income levels, particularly in those families with only one, highly-paid earner, the election of a Labour government would result in a significant reduction in disposable income.

If he becomes chancellor, Mr Smith will:

- scrap the lower 20 per cent tax band for the first £2,000 of taxable income announced by Mr Lamont last week;
- abolish the 2 per cent employee's contribution to National Insurance on earnings under £54 a week;
- increase the personal allowance before which income tax is paid by 10 per cent, or £330, to £3,635, compared with the government decision to index this by 4.5 per cent to £3,445.

These moves, Mr Smith said, would take 740,000 people out of income tax and benefit every employee earning up to £22,000 a year.

On the benefits side, Mr Smith said Labour would increase child benefit for all children to 29.95 a week, providing £127 a year for a family with two children. He also announced plans to raise pensions by £5 for a single person and £8 for a married couple, against government plans of extra help for poorer pensioners on income support of £2 a week for a single person and £3 for couples from October.

He also announced tougher

tax treatment on certain benefits in kind, including a plan to scrap the 2 per cent incentive paid to people to opt out of the state earnings related pension scheme (Serps). Labour would also keep the 0.5 per cent stamp duty on share transactions for at least another year. But it was in the treatment of higher income earners that the Labour Party's plans differ most from the government's.

As previously promised, Labour would scrap the upper earnings limit on employee national insurance contributions so that employees earning more than £21,060 a year will pay 9 per cent on every pound earned above that level, against nothing at present. Also, a 50 per cent higher tax rate will apply to taxable income of £36,375 and over, so that a single person qualifying for personal allowance will pay half his or her income in income tax beyond £40,000, against 40 per cent at present.

Under Mr Lamont's budget, most tax payers would be about £2.54 a week better off. A married man or single parent earning £3,000-£25,000 a year would stand to gain £138 a

year, according to Inland Revenue figures. Higher earners, at present paying the 40 per cent top tax rate, would gain a flat £160 a year irrespective of how much they earn.

Mr Smith said a single person on average earnings would have over £100 a year more in disposable income under Labour's plans; an average two-earner family with two children would gain £311.

Figures produced by the Independent Institute for Fiscal Studies (IFS) yesterday suggested that Labour comes to power every taxpayer earning £20,750 or less a year will be a winner with gains per family ranging between £2.13 and £4.40 a week. But at incomes beyond £22,000, people would start to lose. Some 99 per cent of families earning £32,000 a year and over would lose, by an average £5,500 a year.

Labour said its tax plans would raise extra revenue of £1.8bn in 1992-93 and £3.5bn in 1993-94, which it would use to increase investment. This would include a £1.1bn "recovery programme" for the economy, incorporating the more

generous treatment of capital allowances as well as £600m spending on skills and the unemployed.

Its plans contain no estimate for the cost of the more generous capital allowances, though these could be expected to hit government revenues from 1993-94. The IFS has estimated that 40 per cent capital allowances for one year could cost the exchequer £2bn. In his Budget, Mr Lamont rejected such a move as too expensive.

Labour's Budget also has other gaps too, with no estimate of the impact on growth or inflation. Labour adopted the £22bn public sector borrowing requirement set by the government for 1992-93, but did not indicate its future borrowing needs, staying silent on privatisation. Last week's government Budget envisaged privatisation proceeds of £8bn in 1992-93 and £5.5bn in 1993-94 and 1994-95.

To reassure financial markets and foreign investors, Mr Smith pledged to take sterling into the narrow band of the European exchange rate mechanism at its DM2.96 parity "in due course".

Manufacturers' reaction mixed

By Daniel Green and Peter Marsh

THE LABOUR PARTY'S shadow budget proposals brought a mixed response from British manufacturing companies yesterday.

SmithKline Beecham, the UK's second-largest drug business, said: "There is nothing in the announcement that gives any stimulation to industry whatsoever." But Mr Kanak Bharti, finance director of British Vita, a plastics company, commented: "A lot of Labour's ideas on revitalising industry and public-sector investment seem highly credible. Britain needs to improve confidence in manufacturing industry."

Sir Colin Cornes, chairman of Redland, the building materials group, declared: "The only obvious benefit to the construction industry lies in the phased release of council-house repairs, a good thing for the construction industry and rented sector." Some £3.5bn health and education spending was welcome but was not a big boost. The Confederation of British Industry and several large companies, including ICI

and BA, refused to comment. The CBI reiterated that capital allowances for investment should be raised from 25 to 40 per cent, one of shadow chancellor John Smith's proposals.

The Institute of Directors called it "a budget for recycling money". Mr Ann Robinson, head of the IOD Policy Unit, said: "It nationalises private wealth for public spending." The IOD attacked Labour's capital allowances as "fundamentally flawed". It would "only sink in imports of plant and equipment."

Mr John Blinnie, deputy managing director of Allied Colloids, said he was sceptical about Labour's proposed £1.1bn industrial recovery programme. "Britain has tried ideas like this before and it hasn't worked." Proposals to tax the higher-paid would demotivate senior management. Many industrialists were unimpressed by proposals to increase taxes for the higher paid, but were prepared to welcome higher capital allowances.

Party upheaval led to 'responsible' approach

WHAT is the intellectual pedigree for Mr John Smith's alternative budget? The shadow chancellor's modestly redistributive aspirations and his acceptance of fiscal fine-tuning would no doubt have been familiar to an earlier generation of Labour politicians. So, too, would the discipline of a semi-fixed exchange rate. But the "responsible" approach to public spending is unquestionably something new.

It would simply not have occurred to many Labour politicians in the 1970s that an election might be winnable on the basis of financing increased spending out of higher taxation, while maintaining a similar public sector borrowing requirement (PSBR) to the one promised by the Tories. How did this universal in Labour economic thinking come about?

The watershed almost certainly came with the cabinet debate over the terms of Britain's letter of intent to the International Monetary Fund in 1976.

The terms of the debate were set, first, by the then prime minister, James Callaghan, in a speech to the Labour party conference, which was partly drafted by his son-in-law Peter Jay. Against the background of a spiralling PSBR, plummeting sterling, high unemployment and inflation that had hit 27 per cent at its peak, Callaghan declared: "We used to think that you could spend your way out of a recession. ... I tell you in all candour that that option no longer exists, and that in so far as it ever did exist, it only worked. ... by injecting a bigger dose of inflation into the economy followed by a higher level of unemployment. That is the history of the last twenty years."

Callaghan's speech appeared



Nor did Labour ever adopt the domestic version of monetarism that came and went under the Tories in the first half of the 1980s. But by the late 1980s, after a decade of Thatcherism, the boundaries of the economic debate had undeniably changed. And so had the people with most influence on Labour party policy.

The star of the Oxbridge intellectuals who dominated in the 1960s and 1970s has waned. Meantime the Scottish ascendancy, represented by John Smith, Gordon Brown and Robin Cook, exerts a more powerful influence on thinking.

If Tony Crosland were around today he might well have worried about the narrow ground over which John Smith is seeking to differentiate his party against the Tories. The case for and against devaluation in present circumstances might have been more noisily fought. But that does not mean that a fight will not come in the end under a Labour government or Labour-led coalition.

The new responsibility means that Labour's more enticing promises have been made dependent on economic growth. Yet last week's cheerful growth forecasts from the Treasury have met with widespread scepticism. The worry today is about a 1930s-style debt deflation, in which, adhering to the ERM prevents sufficiently large interest rate cuts to limit the damage. How will the Labour faithful respond if the promised expenditure seems to be endlessly deferred? How long before they recall that it was a Labour chancellor, Philip Snowden, who gave financial rectitude a bad name in the Slump?

John Plender

Package outlines recovery policy

THE Labour party said: "Our proposals are in two parts. First, a package of tax and benefit changes that are self-financing. Second, a set of measures for strengthening the economy and public services."

Removal of the National Insurance contribution ceiling. Employees earning less than £405 per week (£21,060 per year) pay National Insurance contributions (NICs) on all of their earnings, while above that level of earnings no NICs are paid at all. This is an unfair anomaly in our tax structure. The ceiling on contributions to the National Insurance system - will be abolished.

We propose no changes to the National Insurance system for the self-employed.

Reform of income tax personal allowances. The personal allowance will be increased by £330 per year, (10 per cent), or £180 per year above statutory indexation. As a result 740,000 taxpayers will be taken out of income tax altogether.

Married couples will have the option of splitting the married couples' allowance between them as they choose.

Tax rates:

- The basic rate of tax will remain unchanged.
- The 40 per cent rate will remain unchanged.
- A new top rate income tax of 50 per cent will apply to individuals with an income of at least £40,000 (taxable income of £36,375, plus the personal allowance of £3,635).

Treatment of benefits in kind. Following the principle introduced by the Conservatives in last year's Budget, employers' National Insurance contributions will be extended to all taxable benefits in kind.

Two per cent bribe for opting out of the state earnings-

Measures	DIRECT EFFECTS OF BUDGET MEASURES	
	FIRST YEAR On 1992/93 Changes from an indexed base	FULL YEAR On 1993/94 Changes from an indexed base
Introduction of a new 50% band of income tax set at earnings of at least £40,000 (£36,375 taxable income plus personal allowance £3,635).	+1,070	+2,140
Increase of the personal allowance by £330. An increase of 10%.	-920	-1,170
Abolition of the national insurance ceiling	+1,800	+2,700
Abolition of the 2% national insurance entrance fee	-720	-1,070
Employer national insurance contributions on benefits in kind	+280	+300
Abolition of the "bribe" to opt out of SERPS		+820
Retaining 0.5% stamp duty on share and security transactions during 1993/94		+790
Increase in child benefit for all children to £29.95 without corresponding reduction in means tested benefits	-315	-750
Tax exemption for employers' assistance with childcare	-5	-5
Increase in the state retirement pension by £3 for a single pensioner and £8 for a pensioner couple. With increase in linked benefits and without corresponding reductions in means tested benefits	+1,000	+2,565
Not implementing the 20% reduced rate band	+1,770	+2,320
Total revenue effect	+1,800	+3,510

The figure shows how in the net cost after allowing for the Conservatives' budget proposals. We will implement the budget proposals announced by the Conservatives. These include: thresholds in capital gains tax set at 5 per cent, improvements to business cash flow through alterations to the Self-employed Business Rate and new arrangements for VAT returns.

related pension scheme, Serps. The 2 per cent incentive which is currently paid to encourage people to opt out of Serps into money purchase, personal pension schemes will be withdrawn for the financial year 1992-93.

Stamp duty on share transactions. The abolition of stamp duty on share transactions will be postponed for a further year.

Relief for employer-provided childcare. The exemption of workplace nurseries from tax as a benefit in kind will be extended to all forms of employer assistance with childcare.

This package introduces a series of valuable reforms, abolishes a tax and takes 740,000 taxpayers out of tax altogether. It also raises enough revenue to cover the following measures:

Child benefit. Child benefit is currently paid at £9.95 per week for the first child and £7.30 per week for all subsequent children. This is less than its April 1987 level in real terms.

Child benefit will be restored to that level - £9.95 per week - for all children. This means higher child benefit for 13m children and is worth £127.40 per year to a family with two children.

Basic state retirement pension. The basic retirement pension will be increased by £5 a week for a single person and £8 for a married couple. This will be paid on top of the annual increase for 1992, and will not

be of the order of £5.4bn additional resources available for the investment which Britain needs.

The recovery programme will consist of:

- Manufacturing investment initiative. This consists of enhanced first-year capital allowances for additional investment in plant and machinery and in innovation and design to run for a specific period. It will encourage an investment-led recovery.
- Package to help business. Small firms and others have suffered severely from the major recession. We will introduce measures to help tackle the problems of small firms and to boost investment throughout industry.
- A programme for skills. This consists of creating a new skills fund. Skills for the 1990s as well as restoring cuts in Employment Training and Youth Training.
- Work for the unemployed. We propose a radical new employment programme that for the first time shifts the focus from curing long-term unemployment to preventing it from happening at all. This job experience programme will promote work of benefit to the community as well as helping the unemployed. Training will be available to those on the programme, and people on it will be paid a "rate for the job".
- A boost for housing. Getting housebuilding going again will have a powerful employment effect in the construction industries as well as starting to meet desperate housing needs. We will begin the phased release of capital receipts held by local authorities from the sale of council houses to achieve this.
- Transport. We will immediately allow British Rail to proceed with a pilot leasing scheme to renovate the rolling stock on the North Kent line.

ELECTION 1992

Tory attack focuses on pensions

By Alison Smith

THE Conservatives yesterday launched a wholesale onslaught on Labour's shadow Budget with an attack on the pension scheme (Serps). It was denounced as a retrospective penalty on the 4½m people who had taken out personal pensions.

Mr Norman Lamont, the chancellor, leading a team of cabinet ministers attacking Labour's initiative, condemned the proposals as "a shadow Budget in more than name".

He called the increased investment allowance "the first invisible kickstart ever", as it was not mentioned as a cost in 1989-90, and said that while the proposals attributed no cost to the phased release of local authority capital receipts, these would add to government borrowing.

The specific charges came within a broad campaign assault on Labour's plans which would, the Conservatives said, leave everyone worse off because interest rates would rise, the housing market would be devastated, and the

tax bills of "all those on whom we depend to help this country out of recession" would rise sharply.

In their general attack on the impact of Labour's economic policies, the Tories highlighted the finding of the Financial Times/MORI poll of board-level executives in yesterday's FT, which said a quarter of respondents suggested that their companies might reduce their investment spending if Labour were elected.

"So much for the proposition that Labour would lead to higher investment," said Mr

Chris Patten, the party chairman. Mr Tony Newton, the social security secretary, underlined the impact of the Serps change on young people, saying that more than half of personal pension contract holders were under 30 years old. Within less than one month the basis of all 4½m personal pensions will be wrecked," he added.

Labour responded that it had consistently made clear its opposition to the concession, and had said it would be ending. Though it would be preventing people from receiving

the final year's benefit of the five-year arrangement running from 1988, it would not be taking away what people had already received.

Mr Michael Howard, the employment secretary, targeted Labour's spending plans, saying they would not produce any public benefit.

He said that the extra £1bn for the health service, for example, would not go on patient care but on introducing the minimum wage, ending compulsory competitive tendering and bringing in a £100m no-fault compensation scheme.

Joe Rogaly

A clash of symbols



WE ARE only two days into the election campaign proper and the British public is in danger of falling asleep to the clash of symbols.

Exactly a week ago we had Mr John Major's budget, which confirmed that the government could not risk a huge pre-electoral bribe for fear of how the markets might react. What was on offer was therefore almost wholly symbolic. It was pocket money now, as an earnest of intent to cut taxes by serious amounts in the future.

Yesterday we had Mr John Smith's budget. It was more or less his own work, which cannot be said of Mr Norman Lamont's proposals. That is why when talking of the politics of the matter it feels apposite to refer to broad Tory fiscal strategy as that of the prime minister and First Lord of the Treasury not the Chancellor.

Mr Smith, like Mr Major, was constrained by the magnitude of the public sector borrowing requirement. You have to be a Liberal Democrat, with no hope of achieving office, to dare to tell the voters that you would actually increase a projected PSBR of £28bn by a further £2bn. This proposal, made by the Lib-Dems yesterday, is not damaging to Mr Paddy Ashdown's party because nobody believes that there is the slightest chance of it being put into practice.

Mr Smith enjoys no such luxury. He has a reputation to maintain as the most conservative potential chancellor to appear on our television screens since the then Mr Roy Jenkins bowed out in 1970 - or do I mean Sir Stafford Cripps in 1950? Perhaps Mr Jenkins. Either way, Mr Smith is a star. If he led his party Mr Major and the Conservatives would not stand a chance. When Mr Smith's face appears on the television screen you know that all is right with the world. He is sober, serious, sympathetic, straight and, to cap it all, Scottish. No mere English politician can compete.

In the examples provided by the party the top beneficiary is an engineer on £19,527 a year, married to a bank teller on £10,270 with three children "and Grandma living in with a pension of £54 per week." Thanks to significant increases in child benefit and pensions the total household gain would be some £500 a year as compared with Mr Lamont's budget - but you try telling that to Grandma in the hope of getting a larger increase in her contribution to housekeeping.

I suspect that the engineer, who doubtless hopes to earn more than £21,000 next year, would be put off voting Labour by the abolition of the ceiling on national insurance contributions. The bank teller/mother of three is well-bribed, however.

Unfortunately for Mr Smith most of the other examples are down to the symbolic level, even if you use his trick of citing family rather than individual incomes. As to a solicitor on £24,000 married to a teacher on £18,071 with two children, Mr Major's budget is shown in Labour's examples to be the better financial bet.

There would have been more for Labour to spend lower down the income scale if its original threat to extend the 9 per cent national insurance impost to "unearned" income had been maintained, but Mr Smith learned in time that this would be a vote-loser, not least among the party's many potential supporters.

The shadow chancellor's spending plans may do more political good for the party than his juggling with taxes. Labour is now able to assert that it has properly costed a £1.1bn recovery programme, a "minimum" further increase of £1bn on the National Health Service, and £600m for education. That should in theory wrap up the nurses, the teachers, and the building workers. It is also offering something to encourage capital investment which may raise the hopes of some of the unemployed.

Add to these categories mothers gaining child benefit, pensioners gaining £5 a week if single and £5 if a couple, irrespective of their current incomes, and other state beneficiaries, and the Labour spending programme can be said to be well market-researched by the Institute of Bribery, Inducements, Hand-outs, Backhanders, Vote Purchasing, Waller Voting and Symbolic Democracy.

As to its effect, we shall see in next week-end's polls. Labour's backroom officials were in a state of some excitement in advance of Mr Smith's presentation of his budget yesterday. This, they argued, would break the tie between the two leading parties. It would put the party ahead of the Conservatives in the opinion polls, and keep it there. They must be at least half right: if Mr Lamont's budget neutralised itself last week, Mr Smith's scratch outline must at least further neutralise the Tories' efforts this week.

There remains however, the other half. That is the long list of Labour spending promises which, by definition, now go unmet. Either these are to be made good later, breaking yesterday's shadow Budget, or they are like so much else in this election: merely symbolic.

Quotes of the day

I heard it called a mock Budget and that's what it is. He is mocking the electorate

Ian Lang, Scottish Secretary, on John Smith's alternative Budget

The blending of the economy and the environment in the Liberal Democrats' manifesto is no inadequate that it is more like the linking of the little fingers of two shy lovers.

Sara Parkin, Green Party

Any minority government which tries to play games with the constitution in order to cling to power, promoting instability and dodging the moral challenges of democracy, will have to contend with us

Liberal Democratic manifesto

Unless Scots achieve independence at this election, our steel industry will be destroyed, the Highlands will be turned into the world's nuclear laundry, and we will have no say in the vital European decisions which will affect our future well into the next century

Margaret Ewing, SNP parliamentary leader

It's the only politician he knows from the television Mother of the four-year-old boy who pursued the prime minister around a market while shopping in his Huntingdon constituency



"I was hoping all these pie-charts might help us pick up the cricket."



Child benefit: Neil Kinnock looks for young backing during a visit to a nursery at Stroud Green in north London

Labour plans to end age discrimination at work

By David Goodhart, Labour Editor

THE Labour party's manifesto, to be unveiled later this week, will contain a commitment to outlaw age discrimination at work. This legislation would stand alongside the existing laws on race and sex discrimination.

The measure would make it illegal to specify age in job advertisements or to select people for redundancy on the basis of age (as opposed to some unjustified prejudice against employing older people, although some employers, including retailers B&Q and Tesco, have had special recruitment drives for older people).

Supporters of such legislation argue that one worker in three will be over 40 by the end of the decade, yet older workers are widely discriminated against and increasingly used as a reserve army of labour pulled into employment in boom and jettisoned in recession.

Well over a third of all

unemployed over-50s have been out of work for more than one year - a far higher proportion than in other age groups. Labour policy makers argue that legislation could cut that number significantly.

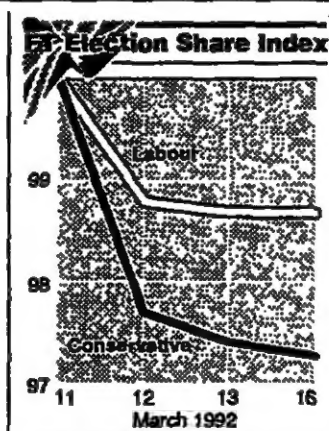
They also claim that nearly 40 per cent of all job advertisements discriminate on grounds of age.

Most employer bodies acknowledge that there is some unjustified prejudice against employing older people, although some employers, including retailers B&Q and Tesco, have had special recruitment drives for older people.

The US has outlawed age discrimination since 1967 but the UK's Conservative government has repeatedly opposed legislation. Last month the government announced plans to set up an advisory body to help eliminate age discrimination.

Support for the government's voluntarist view has come from the Commons employment committee which examined, and rejected, the case for legislation in 1989.

A growing number of big employers, including Unilever, Allied Lyons and BTR, are allowing men to retire at the age of 60 together with women, according to MSF the general technical union.



Labour win/Conservative defeat stocks...98.71 -0.03
Conservative win/Labour defeat stocks...97.25 -0.14
FTSE...97.95 -0.21

THE 10 shares in the "Labour gainers" portion of the index continued to outperform the 10 "Conservative gainers" yesterday. The effect was muted, however, and both sections did slightly better than the main indicator of big companies' performance, the FTSE 100 index. Shares chosen are based on analysts' predictions of sectors that will gain or suffer from a change of government. The base of 100 reflects closing prices on the day the election was announced, March 11.

City Watch: Barry Riley

The markets take cover

AT THE first sound of electoral gunshot the stock market has posed a far from valiant spectacle, with the FTSE 100 index losing 104 points since last Wednesday when the April 9 poll was announced. There was little sign of serious resistance yesterday, with rallies petering out and the Footsie closing 5.7 points down at 2,470.7.

It is hard to blame the opinion polls, which are still telling much the same story as for many months. There are apparently two intermingled problems. First, big investors are starting to have doubts about their long-held assumption that somehow the Conservatives would squeeze back into power with a small but working majority. Second, the Budget last Tuesday turned out to be a sad disappointment; it failed to include convincing vote-catching proposals, and at the same time it promised a flood of gilt-edged issues.

According to Mr Richard Kersley at broker Barclays de Zoete Wedd, the stock market had got a little ahead of itself, closing on Budget night at the year's high. Dashed hopes for interest rate cuts helped to undermine this level. But he argues that at around 2,400 and a 5½ per cent yield, the market

would start to look attractive, come what may in the polls.

If the Tories win, he thinks the market would soon threaten its all-time high of 2,679.6 last September and could reach 2,900 by the autumn, assuming a decent economic recovery.

There are plenty of other bullish brokers, such as James Capel, which thinks that the Footsie would shoot through its high on a Conservative win, and might get up to 3,000 by the end of this year.

Mr Nick Knight of Nomura suggests that "the political outcome is probably largely irrelevant". A Tory win might put 100-150 points on the index but that would be greeted by "a deluge of selling".

A cautious message comes from Mr Tony Dye, strategist at Phillips & Drew Fund Management. "Last week there was a realisation that a Tory win was not a 90 per cent certainty," he says, adding: "There is quite a lot more vulnerability in the market."

Higher gilt yields would undermine equity prices, given that yield ratios are a key factor in market valuation. The nervous defenders of the equity market may be driven into their own minefield.

Labour's policies on sterling and government borrowing seem to be no different from those of the Conservatives. But this does not prevent the City from harbouring suspicions, and the investment institutions may demand a higher interest rate if they buy gilts from a Labour administration.

Higher gilt yields would undermine equity prices, given that yield ratios are a key factor in market valuation. The nervous defenders of the equity market may be driven into their own minefield.

The trouble with negatives

THE danger of using negative material featuring your political opponents is not just an old campaigner's tale. For what seems like months, the Conservatives have been hammering away at a campaign based on the all-purpose slogan "You can't trust Labour". At the weekend 5,500 posters proclaiming the message went up throughout the country - one third of all poster locations, according to the Tories.

Some have already fallen victim to simple, but effective political vandalism - white paper pasted over the apostrophe and the "t" in "can't".

Mirror cracks

There was a spot of trouble at the Daily Mirror last Friday. The newspaper launched its headline in order to keep in touch with its readers, but published the wrong telephone number. From about 7 am the

switchboard at Unilever headquarters in Blackfriars started humming. Britain's multinational came to the rescue. Troops of Mirror reporters were installed in the Unilever building throughout the day. "We were glad to help," a Unilever spokesman said yesterday. "Their readers are our customers."

Real depth

Labour has a bountiful range of politically powerful economic statistics about the length and depth of the recession with which it can embarrass the Tories. So why do they keep quoting one of the more dubious comparisons?

It is true that total UK gross domestic product fell by 2.5 per cent last year, and yes, that is the largest annual fall since the 1930s, outstripping the 1980 contraction by 0.5 percentage points.

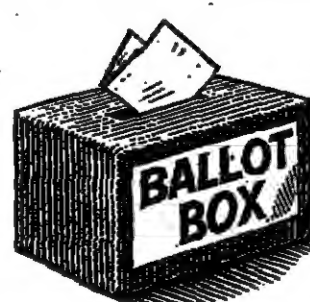
Yet this is a needlessly misleading statistic. The current recession may be the longest recession since the war, but 1980-81 is still the deepest, whatever these annual gymnastics seem to suggest. GDP has fallen, in this recession, by 2.7 per cent over the six quarters since the

middle of 1980. But GDP fell by 4.9 per cent in the five quarters between the fourth quarter of 1978 and the first quarter of 1981. Counting from the third quarter of 1979, the first quarter of both negative growth and Tory government, output fell by 6.5 per cent.

This government may have presided over the two deepest recessions since 1945 but this is still the shallower of the two - at least so far. Another quarter or two of recession and 1990-92 could win both prizes.

One-liners

Barbara Follett, the woman responsible for getting the Labour party into smart double-breasted suits, has come up with the "Beltline" to help provide zip to Labour's campaign. She has written to writers and comedians of known left-wing leaning inviting them to send by fax any appropriate or witty one liners that can be used to pep up speeches. The first request is looking for witty comments about the budget or the economy, but writers will be sent regular updates of new engagements and themes as the campaign develops. How about Spike Milligan's old line:



"Please excuse the mess, we've had the Conservatives in?"

Both ways

The FT Election Share Index drew a mixed bag of phone calls on its first day yesterday: a broker and a radio station wanting to quote it, and a constituent commenting ever-so-politely on its place in the index. The company concerned is BET, which made a lot of play a year or so ago of its role as a one-stop supplier of business services. This led brokers to argue that profits might suffer if BET had to pay a Labour national minimum wage to its armies of cleaners and security guards, and qualified it for a place in the Conservative win/

Labour defeat section of the index. Yesterday's phone call pointed out that BET also has a UK construction arm, which might benefit from a Labour government's infrastructure spending. Nice try: BET wins a small prize for attempting to position itself as the first each-way bet of the campaign.

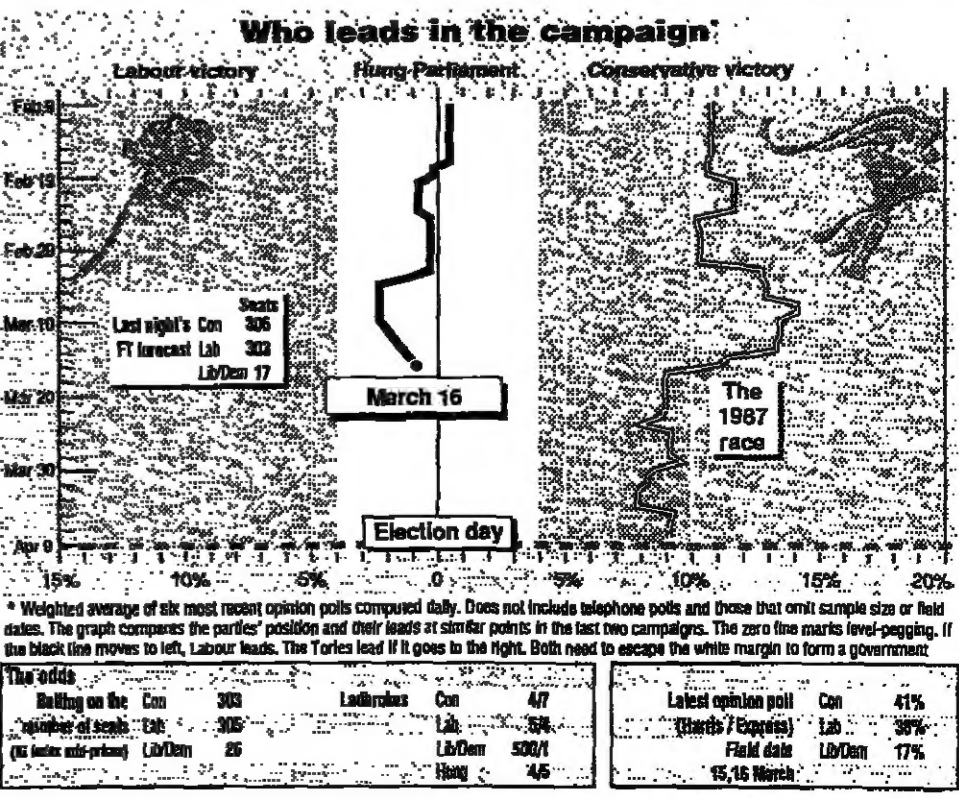
Hollick's frolic

Lord Hollick, the Labour life peer in charge of MAI, the business services group, refused to be drawn on the outcome of the election as he announced a 2 per cent increase in pre-tax profits to £20m yesterday.

Tucked away in the MAI stable is the polling firm, NOP. "I'm in the business of selling polls, so I can't give you a sneak preview of the outcome," he said.

Still stands

At least one organisation has no qualms about predicting a Conservative victory. The Institute of Directors is proudly advertising its 28 April annual convention. The speaker is prime minister, John Major.



UK NEWS

ELECTION 1992

Targeting voters wastes valuable ammunition

By David Butler

IN THIS election there are 500 seats where the outcome is not in doubt. In the 150 seats where there is a chance of change, 80 per cent of voters will vote as they did last time – even though a few of them may need a little encouragement to go to the polling booth.

The election will be decided by at most 2m people (say 12,000 people in each of 150 constituencies). On a more ruthless estimate there will be 30,000 key voters (say 2,000 in each of 40 constituencies). Rational campaigners should focus all their efforts on these target voters.

As the identification of marginal seats has become more precise, parties have indeed focused more of their efforts on them, targeting resources on the constituencies most likely to be won and lost.

With computers it is easier to build up marked registers, showing occupations and past canvass

returns and records of voting. Subject to the limits on election expenses, direct mail can be sent to particular groups and above all to opinion leaders – not only doctors and journalists but also publicans and hairdressers. Money can be raised, workers can be recruited, membership can be maintained in ways impossible in the past.

Does it make a difference? Can voters be efficiently targeted either collectively or individually? Is it possible to identify and persuade the minority of voters who have a special propensity to float?

Targeting has three problems: ● How to identify the individual targets. There seldom is enough evidence to isolate subgroups.

● How to speak to the targets in the right persuasive language.

● How to address any appeal to those who will be attracted by it without letting it reach those who

may be alienated. A pledge to end fox-hunting may drive away as much support as it attracts.

Over 40 years of election watching I have listened to much talk about organising mutual aid (workers from safe seats helping out in marginals), about reaching out to opinion leaders, about listing old people's homes where postal votes may be gathered, and about employing other campaigning gimmicks. I have found little evidence that these efforts have much effect.

Consider the postal vote. About 10 per cent of people are entitled to the postal vote. But the postal vote tends to average a mere 2 per cent. In no constituency in Britain is 5 per cent reached and there has been only a modest link between the size of the postal vote and the marginality of the seat. Party organisations plainly fail to deliver on this most obvious of opportunities.

The point is that local campaigning is as nothing compared to national campaigning. Not 10 per cent of voters will encounter their local candidate, but more than 90 per cent will be exposed to the leaders of the three main parties on television.

It is on television and in the press that the parties make their case. Does that give them the opportunity to target voters? They can hardly focus solely on marginal seats since these are scattered across the various television and newspaper markets. But can they target especially vulnerable voters, people whose social condition or occupation or policy views make them especially open to persuasion?

A generation ago the chief publicity officer of the Conservatives was convinced that the election would be decided by the wives of the skilled working class, C2 women.

But when the election was over it seemed that the appeals achieved nothing. The targets had, if anything, moved less towards the Tories than the rest of the nation.

There is a popular legend that the C2s won the 1979 election for the Conservatives. There was a large 8 per cent shift among C2s to the Conservatives when Mrs Thatcher was elected, but no bigger than the 8 per cent shift among the DEs. The cause lay far more in the working class's disillusion with Mr Callaghan's government and the winner of discontent than in any special targeting by Conservative propagandists. The swing in marginal seats was no greater than in the rest of the country.

At the mass level, targeting is difficult because the parties are addressing a collective audience. Circumstances in supposedly vulnerable sub-groups will have no appeal to

the bulk of the audience and may excite cynicism. There is always the question: "Where's the money coming from?"

The trouble with targeting is that we are multiple personalities. An old-age pensioner may be house owner, animal lover, anti-European and retired farmer. A single parent may have diverse interests and prejudices far removed from any stereotype. Any attempt to appeal to such people under one heading may offend them as general citizens.

The assumption of a common interest among a common category may be misconceived. Mori recently found that 38 per cent of the unemployed would vote Conservative. This, allowing for their class composition, is very little below the national figure.

For an issue to have a significant impact on the election outcome it must satisfy three conditions:

● It must be salient to the electorate. If they don't know or care about it, it can't sway votes.

● The public must be aware of a party's difference on it, if it is to affect their preference.

● Opinion must be skewed on the subject. If the public is evenly divided then as many voters will be alienated as attracted.

Relatively few issues meet this triple test of a public that cares, that is informed of the party's stand, and that is unevenly split. For example, some people care passionately about fox-hunting and know that Labour will vote against and Conservatives for. However, it is an issue where there are as many votes to be gained as lost.

On other issues, such as crime or cruelty to children, the public does not differentiate between the parties. Targeting is logical, inevitable and largely ineffective.

THE CAMPAIGN MACHINE: CONSERVATIVES

Fears over tax to be played up

Philip Stephens on the Tories' use of a positive and a negative

ASK Mr Chris Patten how the Conservatives are running their general election campaign and the party chairman's first response is a negative: not like 1987.

Ask him on which issues the campaign will be fought and he offers a negative and a positive: Labour's tax plans and Mr John Major's leadership.

The recession is to be ignored. When it must be acknowledged, it is to be blamed on the world economy, fear of a Labour government or, privately, the mistakes of Mr Major's predecessors.

Facing the closest election since the early 1970s, Mr Patten's priority is to avoid the confusion, the personal and political rivalries and the sheer incompetence which allowed Labour to win the campaign five years ago.

Then it did not matter. In 1987, the slick efficiency of his campaign machine could not overcome voters' distrust of Mr Neil Kinnock's policies. This time the party that wins the campaign will win the election.

So the message from Conservative Central Office is that there will be no repeat of the rows between Downing Street and Smith Square which dogged the party in 1987.

The prime minister and party chairman, who have become good friends as well as close political allies over the past 16 months, agreed well in

advance the main elements of the campaign. As one insider puts it: "There can be no recriminations if things go wrong."

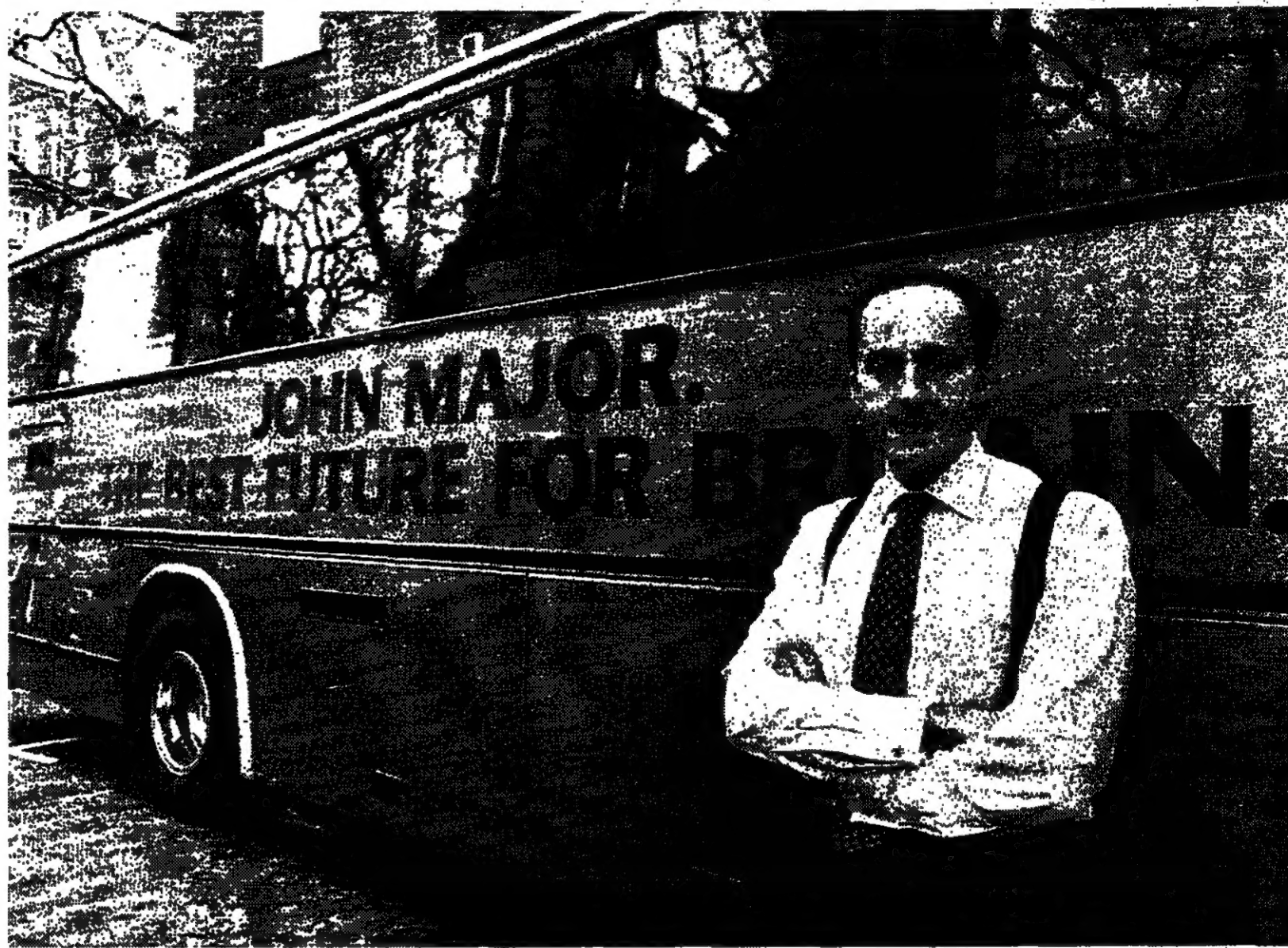
Of course, there will be more to the campaign than solidarity at the top – about £20m pounds more. The Conservatives, notoriously secretive about their finances, are not prepared to put any figure on how much they will spend in the quest for a fourth term. But senior figures do not demur at speculation that the final bill will approach £20m.

One member of the party's ministerial 'A' team suggested at the weekend that if it was still behind in the opinion polls in the final days before April 9, it might add another £4m or so to that figure in a burst of last-minute advertising.

Shaken and rather humiliated by Labour's superior style in 1987, the Tories intend to be more sophisticated, better organised, and more aggressive than their main rival.

This time there will be lots of Tory glitz. Mr John Schlesinger, the Hollywood film director, has been drafted in to make 'Major, the movie'. Central Office is spending £500,000 on a pantomime to haul round the country the set for half-a-dozen 'Major in the round' question-and-answer sessions.

Mr Andrew Lloyd Webber has rearranged a piece by the



Hitting the road: Tory campaign director Shaun Woodward yesterday with the 'battle bus' the prime minister will use on his trips to constituencies

composer Henry Purcell to produce a new theme for Tory election rallies. Shirley Bassey, Sarah Brightman and Paul Daniels are among those enlisted to give the party celebrity appeal.

Mechanics are in the hands of Mr Shaun Woodward, the communications director recruited by Mr Patten on the recommendation of Mr Jona-

than Dimbleby, a mutual friend. The young but self-assured Mr Woodward has asked Saatchi & Saatchi to repeat the magic which won the Conservatives the 1979 election but faded somewhat in 1983 and 1987 before the agency resigned the account. Mr Maurice Saatchi leads a team of 25 working full time on the account.

The aim is to reactivate the

fears that led the skilled working classes to desert Labour for Mrs Margaret Thatcher during the 1980s.

There is a less-than-subtle subtext: Labour cannot be trusted because Mr Kinnock often he has changed his mind, the Tories will repeat until April 9. Can voters be sure he will not do so again?

It is only then that the positive message appears. The focus is Mr Major, Mr Major and Mr Major. The theme is that after 16 months in Downing Street in which he abolished the poll tax, led the country to victory in the Gulf war and ushered in a new, more caring, brand of Conservatism, the prime minister deserves his own mandate. Put another

way, the pitch is not for a fourth Tory term but for a first Major term.

The manifesto published tomorrow – built around the distinctly un-Thatcherite concept that wealth and welfare go hand in hand – is designed to give substance to the image. But it is the man rather than the policies that the campaign is designed to sell.

The man that will launch more than 5,500 faces

By Gary Mead, Marketing Correspondent

AS Conservative director of communications, Mr Shaun Woodward is responsible for launching what may be the largest poster campaign in British advertising history.

The former BBC producer and director now charged with controlling all aspects of the Tories' press and publicity campaign, has covered nearly 5,500 boardings with party posters in the advertising business, a 2,000-site campaign is a huge one, and even a high-profile label brand was content with 800 posters in a recent campaign.

Mr Woodward's brief is "to put together a full communications strategy for John Major's first general election campaign. That covers advertising, public relations, advertising, posters, working out new ways of doing party political and party election broadcasts, opinion polling, direct mail."

"By and large no-one remembers a single Labour party poster from previous elections," he said. "What that shows is not that the Labour party wasn't producing posters; it shows that you can spend money on adver-

tising and not necessarily get results."

Along with that poster campaign will be a drive to keep Conservative politicians in front of the television cameras – a grid plan has been drawn up to ensure that a senior cabinet figure appears in each of the main television regions on each campaigning day.

Newspaper advertising is likely to get short shrift. "I have a feeling that double-page spreads don't work in newspapers and Chris Patten shares that view. However, if Neil

Kinnock delivers a mistake then we might capitalise on that with a press ad the next day."

But in commercial advertising all that can be demonstrated is a correlation between advertising and sales – increased sales seem to coincide with increased advertising, though no causal relationship can be demonstrated.

In planning his poster campaign, Mr Woodward is content with the correlation argument – he points to Labour's six-point lead in a Mori poll in January before the Conservative

'Labour's Tax Bombshell' poster hit the streets. By the end of the month, Mori had the Conservatives three points ahead of Labour.

"The political argument was not made by a poster or by advertising but by politicians who had an idea, which was that we must point out very clearly to the electorate what a Labour government would do to the average income tax that most people pay. Advertising was used to put that on the map. If your policies aren't right when you are on the map, you won't win."

Anything less than a public expression of supreme confidence would be shocking, said Mr Woodward does not disappoint. "Running a good campaign is not just about having money. It's about being disciplined, coherent and organised."

"In the last few months I think most people regard us as having run the better campaign and I think that's by and large a reflection of the relationship between the party chairman and the prime minister – you couldn't get a sheet of tissue paper between them."

Ministers paid their own special tribute to Mrs Thatcher by allowing her to take precedence over the other occupants of the government front bench and follow Mr John MacGregor, the leader of the House, as he led MPs in bidding farewell to the speaker, to the cheers of Tories.

There were further cheers for the Father of the House, Sir Bernard Braine, who is also standing down.

Mr Banks, a wildlife campaigner, presented the Speaker with a toy badger, which Mr Weatherill lifted towards the galleries before leaving the chamber for the last time.

SOUTH AFRICA 1992

The FT proposes to publish this survey on

May 25 1992.

This survey will be read in 160 countries worldwide, including South Africa where it will be widely distributed. In Europe 92% of the professional investment community regularly read the FT. If you want to reach this important audience, call Louise Hunter 071 873 3238 or Fax 071 873 3079.

Data source: Professional Investment Community 1991 (MPG Int'l)

FT SURVEYS

WEST NORFOLK

The FT proposes to publish this survey on

April 24 1992.

A survey on this region, with the ancient capital and Port of King's Lynn at the heart, will be of special interest to around a million FT readers Worldwide. If you want to reach this important audience, call:

Sue Mathieson
on 071 873 4129
or fax 071 873 3078.
or write to her at:
The Financial Times
Number One Southwark Bridge
London SE1 9HL

FT SURVEYS

Plaid seeks boost for small shops

PLAID CYMRU, the Welsh Nationalist party, began its election campaign with a call for extra help for small businesses in Wales, Anthony Moreton writes.

Mr Iwan Wyn Jones, MP for the Isle of Anglesey in the last parliament, said the most important economic benefit for the Welsh economy would be the end of the uniform business rate.

"Many small businesses in Wales have been destroyed by introduction of the uniform business rate in 1989. Its arrival saw a massive hike in bills, the final straw for many small shops in our towns."

Mr Wyn Jones called for the Welsh Development Agency and the Development Board for Rural Wales to be given more money to spend on small companies, as well as the setting up of "advice" shops to help smaller businesses with finance and accounting.

SNP sees 40% of vote as mandate to negotiate

By Bethan Hutton

THE Scottish National Party needs the support of 40 per cent of the electorate to win a mandate to negotiate independence for Scotland, Mr Alex Salmond, the SNP leader, said yesterday.

The party calculates that it could win the majority of Scotland's 72 seats with 40 per cent of the votes cast on April 9.

This would give the party a moral authority to act on its programme for independence within the framework of the European Community, Mr Salmond said.

He added he was "very confident" that the ICM poll in the Scotsman last week which gave the SNP 38 per cent was right, and that a Mori poll in the Sunday Times, which showed the party on 24 per cent, had got it wrong.

Both polls had showed Labour in the lead with 42 per cent.

He said that in the election of October 1974, the SNP had started with poll ratings of 22 per cent, but had won 30 per cent of the actual vote, which gave it 11 MPs.

The SNP holds five Scottish parliamentary seats. It had 14 per cent of the vote in the 1987 election.

Since then, it has gained Glasgow Govan from Labour in a by-election and Dumfries and Galloway from Labour in the election of Mr Dick Douglas, the sitting MP, from Labour.

Mr Salmond, who was launching the SNP's general election campaign in Edinburgh, said the party was optimistic of achieving its 40 per cent in spite of the amount of ground it still had to gain.

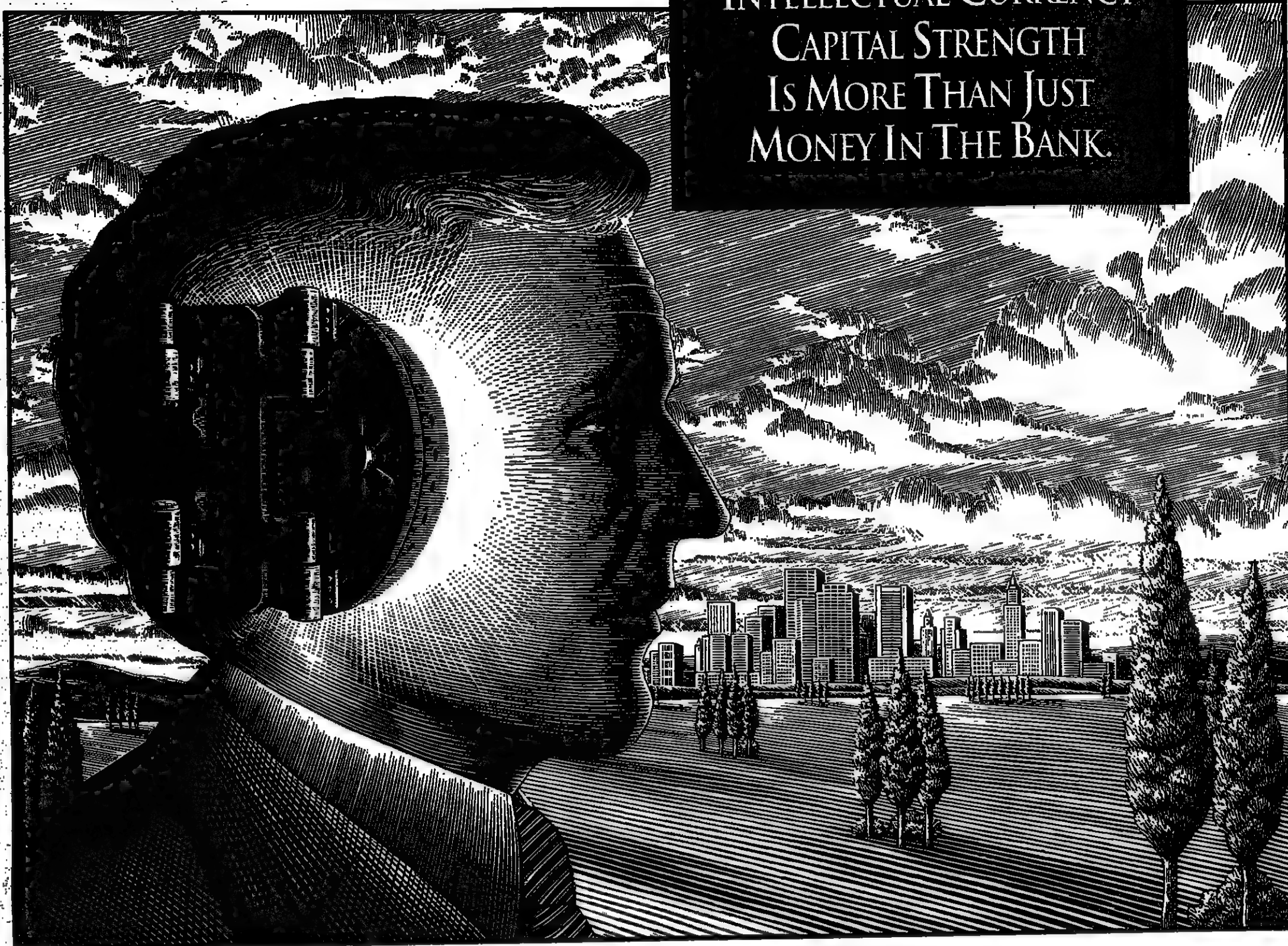
"The Scottish National Party enters this election full of confidence and the will to win. We are not running for a place, we are not campaigning for a hung parliament, we are campaigning for a mandate for Scottish independence," said.

Mr Salmond said the future of Scotland was the biggest issue in this election campaign, and claimed that the SNP was setting the agenda for all the other parties.

● The status quo in Scotland was not "set in concrete", Mr Ian Lang, Scottish secretary, said yesterday.

Launching a spirited defence of the union in the face of strong support for Scottish home rule, he said the constitution had evolved over the past 12 years.

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MANAGEMENT: The Growing Business

Taking everything into account

Charles Batchelor investigates what your bank manager really wants to know



NatWest's latest TV campaign sells the message of caring banking but a visit to the bank needs careful preparation

It has been a fraught half hour for the four directors of Pristine Pools. They have been trying to persuade the bank manager to agree to a £70,000 overdraft to help their pool cleaning business get off the ground.

Among their difficulties are the limited funds - just £20,000 - they can put up as share capital and uncertainty surrounding two large local authority contracts they hope to win.

It has not been an easy session. The bank manager has questioned the directors closely on their backgrounds and was reluctant to lend without security in the form of personal guarantees.

Fortunately for the four, the questioning formed part of a training course entitled 'Survive your Bank Manager', run by the Hertfordshire Training and Enterprise Council.

If it had been a real interview, it seems unlikely that they would have raised the money. In the debriefing session, the 'bank manager' said she was annoyed by the argumentative approach of one member of the Pristine team, adding: 'They presented their credentials well, but after that they fell apart a bit'.

With the banks taking an increasingly tough line on lending to small firms in the present recession, knowing how to get on with your bank manager and how to put a convincing case for funds is crucial. It is clear that some of the 20 participants on the course have problems understanding their real-life bank manager.

'They put you on the spot,' says Sarah Maidment, director of Harves Engineering of St Albans. 'They ask you why you haven't brought in certain information when you didn't know they wanted it.'

'The rules have changed,' comments Oliver Shannon of the High Barnet-based Printing Company. 'You find yourself second-guessing them.'

The morning session starts with a look at the question of gearing - the participants are surprised at how, apparently, small changes in interest rates can radically alter an investor's return from a particular investment - before moving on to the crucial area of cash flow forecasts.

These are not difficult to prepare but will be one of the key documents a bank manager will expect to see.

Companies which fall frequently do so after a very good year's trading, warns Peter Phillips, a former chief accountant with British Coal and presenter of the course. 'Fast growing companies often run out of cash. They do not realise that cash and profits are not the same thing.'

Businesses frequently run into problems because they do not collect on time the money which is owing to them - turnover shoots up but the business is still short of cash to pay wages - but there are other transactions which will affect a business's cash flow

HOW THE BANKS SAY THEY WILL TREAT THEIR CUSTOMERS									
(per cent)	Midland	Lloyds	NatWest	Barclays	Bank of Scotland	TSB	Royal Bank of Scotland	First National	First Direct
Legality & principle	57	14	86	43	50	43	100	100	100
Contacts & complaints	50	0	100	50	25	50	100	100	100
Charges	86	86	86	86	86	86	86	86	86
Borrowing	70	27	86	53	77	44	83	83	83
Security	33	33	33	33	50	33	83	83	83
Performance monitoring	38	13	26	26	26	26	83	83	83
Overall	63	33	63	53	63	46	82	82	82

A rating of the banks' recent business scores by the Financial Times

without showing up on its profit and loss (p and l) account.

Buying an expensive item of equipment will have an immediate impact on the cash available in the business but the p and l will only record the amount by which that equipment is depreciated in any year.

Similarly, the p and l will not take into account spending on stock but only the amount used up, which may be smaller.

As part of the Pristine Pools exercise, course participants draw up a 12-month cash flow forecast so as to calculate the size of the loan they will need to ask for. This brings home the implications of a large customer making them wait two months for payment.

A cash flow forecast is a crucial part of any approach to a bank manager, but firms only which are owing to them - turnover shoots up but the business is still short of cash to pay wages - but there are other transactions which will affect a business's cash flow

monic or a similar system. Campari stands for:

CHARACTER
Bank managers are expected to take into account the stability of your personal life and the length of time you have been a customer.

ABILITY
Do you have a successful track record in business and is it relevant to the business you now want to set up? The banks are not renowned for taking a positive view of previous failures.

MARGIN
The rate of interest will reflect the manager's view of the risk.

PURPOSE
The bank will obviously want to know what the loan is for. The manager may have turned his fingers in a particular sector, such as property, or regional office may have set down exclusions.

AMOUNT
The bank will probably not want to lend more than the

sum you are putting into the business, but it is also not in its interest for you to start up with too little finance.

REPAYMENT
Will you meet sales forecasts and achieve a large enough margin to repay the loan?

INSURANCE
The bank will usually want security even if its other criteria have been met. This may be fixed against a specific asset or floating against all the assets of the business.

You will probably have to explain these issues to the bank manager but include them in more detail in a written business plan. This should include projections for sales - broken down by customer and market - as well as cash flow and profit forecasts.

Increasingly, bank managers are looking at financial criteria at the expense of the possibly more subjective elements in Campari-style analysis, Phillips explains.

At the heart of their analysis

are certain key financial ratios. Phillips suggests three key figures:

● The acid test. This measures your ability to pay your creditors. Divide debtors and cash by your current liabilities. A result of 1 or more indicates the business has enough cash to pay its outstanding bills.

● Interest cover. This indicates whether you can repay the interest on loans. Divide profits before tax and interest by the interest due. Bankers do not usually like this number to fall below 2.

● Return on capital employed. Divide profits before tax and interest by shareholders' funds and loans and multiply the answer by 100 per cent. The figure arrived at should not, over the long term, fall below what could be earned if you left the money on deposit or what you pay in interest.

When the course participants return for their second session with Pristine Pools the simple cash flow forecast has expanded to become a more extensive business plan with details of pricing and promotion policies and forecasts for cash flow, profits and balance sheets.

They put a convincing case to the bank manager who offers to provide what has now become an £80,000 overdraft at 6 per cent above base rate. However, this appears rather expensive to the directors of Pristine Pools, who have a potential corporate banker in the wings, so they retire to think about the bank manager's offer.

Life may have become tough for the small company looking for a loan but it has not got any easier for the bank manager either.

New Barnes Mill, Cotnamill Lane, Sopwell, St Albans, Herts AL1 2BA. Tel 0737 52313.



When generosity knows no bounds

As company profits come under pressure, shareholders have begun to question companies which negotiate unduly favourable service contracts with directors.

A director will want to negotiate the best possible package but he or she should be aware of the danger that a contract which is excessively generous may be set aside by a court, warns the Norton Rose MS Group of legal practices.

Advice on issues affecting executive and non-executive directors is contained in a free 56-page guide, *Directors' Guide*, by Linda McDough. Tel 071 283 2434.

Finger on the pulse

A two-day business health check scheme for companies in north-west London has been launched by the Hillingdon and Harrow enterprises agencies. The scheme is intended for two-year old companies with sales of £25,000 to £1m. It involves two days spent analysing management structures, information systems, marketing and cash flow controls and preparing an action plan.

Contact: Malcolm Parr, Tel 081 866 4400. Fee £100.

Degree of help at hand

Managers in smaller companies often lack the time to find out about technical developments which might be of value to them.

Small and medium-sized companies in the north-west will be able to tap into the research and consultancy skills at eight local universities and colleges under an initiative which has been launched by Manchester Business School and Nimitch, a technology centre.

Contact: Business Development Centre, Manchester Business School, Booth Street West, Manchester M15 6PB. Tel 061 275 8333.

It is widely acknowledged that managers need professional advice when planning a buy-out, but less often realised that the vendor may also need specialist help.

The directors of large, publicly quoted companies are no less prone to putting unrealistic values on businesses for sale than the owners of private companies.

One listed company gave a buy-out team permission to raise finance, provided their offer was at least £9m.

Three months later, when the buy-out team made an offer of just £5.2m, the vendor belatedly decided to appoint a corporate finance adviser.

The adviser's research showed that £9m was not a realistic sum

When a buy-out becomes a sell-out

for either a buy-out or even a trade buyer. If the company had taken advice at the outset, it would have rejected the request to prepare a buy-out. The business was ultimately sold to a trade buyer for £6.3m.

This is just one of the pitfalls which can trap the unwary vendor, not used to the rules of the management buy-out market, says Barrie Pearson, managing director of Livingston Fisher, a London-based acquisitions consultancy.

Most buy-out teams are unable to match the price which can be

offered by a trade buyer, which may often be able to make substantial savings by merging the newly-acquired business with an existing operation. There may, however, be particular circumstances, such as low profits, which make a buy-out the only realistic option.

To find out which type of sale will achieve the best price, vendors must research a short-list of potential domestic and overseas buyers.

If this reveals no interest, then the business can be offered to a buy-out team on an exclusive basis

and within an agreed timetable.

Trade buyers are often unwilling to make an offer if they know they are in competition with a buy-out team. Even if there is no buy-out offer, it may be worth offering the management team a bonus to co-operate with the sale of the business to another company.

Management teams may not be above using 'dirty tricks' to win, Pearson warns. One vendor suspected that a management team leaked information to the trade press suggesting it had nearly completed negotiations when they were, in fact, at an early stage. The

trade buyers all withdrew giving the managers a clear field.

Vendors should also beware of acting solely on the basis of an oral offer from a potential buyer. One company suspended negotiations with possible trade buyers after the managers made an offer. But the company did not check which institution was to provide the finance and whether the offer had its backing. The institution's valuation was much lower than the buy-out team's offer and talks had to be restarted with the trade buyers.

For a buy-out to succeed, the

business involved must be self-contained. An electronics subsidiary which was up for sale paid a management charge for the use of the services of group sales offices, the staff of which were employed by the parent company.

The financial backers of the buy-out objected at a late stage in the negotiations that the electronics company would not be independent if it still relied on its former parent company's sales force.

Equally, if a company makes a large part of its sales to other group companies, it runs the risk of losing these markets once it is independent. This may deter financial backers from supporting a buy-out.

CB

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For further information please contact Sam Radford at the address below.

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DRI International

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For further information please contact J. Reid or C. Trigg at the company on 0272 679477 or alternatively at the address below.

Blenheim House, Fitzalan Court, Newport Road, Cardiff CF2 1TS.
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Sept. 1991 £13 Million

Further information please contact:
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- Possible alternative use including retail development
- Main road site
- Close proximity to Junction 10 of M6 Motorway

Commercial Services (West Bromwich) Limited

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For further information contact the Joint Administrative Receivers, Mark Hopton or John Wheatley, KPMG Peat Marwick, 2 Cornwell Street, Birmingham B3 2DL.
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For further information, please contact Robin Addy, Joint Administrative Receiver, or Nigel Rockham at Cork Gully, Mount Pleasant House, Huntingdon Road, Cambridge CB3 0BL. Telephone: (0223) 313611. Fax: (0223) 462111.

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Cork Gully

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GJS Fabrications Limited

The Joint Administrative Receivers, D J Carney and D R Wilson, offer for sale the business and assets of this architectural metalwork manufacturer.

Principal features of the business include:

- prestigious customer base
- turnover £1.2 million
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- based central Birmingham.

For further information and sales particulars contact The Joint Administrative Receivers or their Manager, Jon Molendo at Cork Gully, 43 Temple Row, Birmingham B2 5JT. Telephone: 021 236 9866. Fax: 021 200 4040.

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- turnover of circa £8m per annum
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- skilled workforce.

For further information, please contact J M Ince or N J Vooght at Cork Gully, 9 Greyfriars Road, Reading, Berkshire RG1 1JG. Telephone: (0734) 500336. Fax: (0734) 607700.

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The Joint Administrative Receivers offer for sale the business and assets of this company based in Brockenhurst, Hampshire.

Principal features of the business include:

- turnover of circa £2m per annum
- freehold workshop, showroom and car display area
- well equipped facilities
- separate freehold residential accommodation.

For further information, please contact J M Ince or N J Vooght at Cork Gully, 9 Greyfriars Road, Reading, Berkshire RG1 1JG. Telephone: (0734) 500336. Fax: (0734) 607700.

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(Norwich)Scot Graphics
(TDOC) Ltd
(Northampton)
(In Receivership)

The above companies are retailers of office furniture, drawing office equipment, commercial stationery and print supplies.

- Well established business
- Combined annual turnover c£1.7m
- Extensive customer base
- Strategically located leasehold premises

For further details please contact the Joint Administrative Receiver: Andrew D Conquest, Grant Thornton, Crown House, Crown Street, Ipswich, Suffolk IP1 3HS.
Tel: 0473 221491
Fax: 0473 230304

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BRISTOL

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For further information please contact the administrative receiver, David Exall, of Bishop Fleming, 1 Banfield Crescent, Exeter, Devon, EX1 1QY.
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For further particulars contact the Administrative Receiver:



Edward Cook
Hacker Young & Partners
St James Building
79 Oxford Street
Manchester M1 6HT
Phone: 061-236 6936
Fax: 061-228 0117

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On the Instructions of the LPA Receivers
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FT LAW REPORTS

No tax relief on magical loss

ENISIGN TANKERS (LEASING) LTD v STOKES
House of Lords
(Lord Keith of Kinkaid, Lord
Brandon of Oakbrook, Lord
Templeman, Lord Goff of
Chieveley, Lord Jauncey of
Tulcheth)
March 12 1992

A PARTNERSHIP which enters into a tax avoidance scheme, with the object of obtaining first year allowance for expenditure on plant, is entitled to allowance in respect of that part of the transaction which can plainly be identified as a trading transaction, but not for that part which has the apparently magical result of creating a tax loss where there was no real loss.

The House of Lords so held when allowing an appeal by Ensign Tankers (Leasing) Ltd from a Court of Appeal decision (FT February 6 1991) to refer the case back to Inland Revenue Commissioners to weigh the fiscal and non-fiscal elements of a transaction and to decide whether, having regard to the parties' paramount motives, it was a device to secure a fiscal advantage or a genuine trading activity.

Section 41(1) of the Finance Act 1971 provides: "...where (a) a person carrying on a trade incurs capital expenditure on... plant... for the purposes of the trade, and (b)... the plant belongs to him at some time during the chargeable period... there shall be made to him an allowance... (referred to as a first year allowance)..."

LORD TEMPLEMAN said that in March 1980 Lorimer Productions Incorporated (LPI), a California company, embarked on production of a film called *Escape to Victory*.

Guinness Mahon, a merchant bank specialising in tax avoidance schemes, persuaded Ensign and four other British companies to participate in a scheme whereby they would contribute \$3.25m to the cost of the film in return for 25 per cent of the exploitation receipts.

The scheme was a single composite transaction embodied in 17 documents, all of which were dated July 14 1980. Under the scheme a partnership agreement was made

between Victory Film Productions Ltd as general partner and the five British companies as limited partners. Victory was a wholly owned subsidiary of LPI.

The partnership's capital was \$3.25m contributed by the limited partners, including \$2.375m contributed by Ensign. Management was in the hands of Victory.

The partnership was granted worldwide exploitation rights by LPI which was to make the film in Hungary, and transferred them to two distributors who were LPI subsidiaries. It put \$2.25m into the production and borrowed \$10.75m from LPI towards production and completion. LPI was to have no recourse against it for repayment.

The distributors were to pay LPI 75 per cent of the exploitation receipts, and to pay the partnership 25 per cent up to \$3.25m; then 100 per cent to LPI up to the cost of its loans; and then 25 per cent to the partnership, 75 per cent to be retained by the distributors.

The cost of the film was \$14m, and was borne as to \$3.25m by the partnership and as to \$10.75m by LPI.

In the tax year 1980 to 1981 the partnership incurred capital expenditure of \$3.25m in the provision of "plant", namely the film. The negative belonged to the partnership, subject to the distributors' exclusive exploitation rights. It also owned 25 per cent of the exploitation receipts.

The partnership therefore fulfilled the conditions necessary to generate a first year allowance of \$3.25m under section 41 of the Finance Act 1971, provided the expenditure was incurred "for the purposes of the trade".

By section 155 of the Corporation Tax Act 1970, the benefit of any first year allowance generated by the partnership accrued to Ensign and the four British partners in the proportion to their contribution to its capital. Ensign, having contributed \$2.375m, was entitled to first year allowance of \$2.375m.

Ensign claimed the partnership had generated a first year allowance of \$14m, being the total cost of the film.

That was rejected by the commissioners on the ground that the partnership was not carrying on a trade but was carrying out a device to avoid tax.

Mr Justice Millett disagreed and decided that the partnership's activities constituted the trade of making and exploiting films. He decided it had incurred \$14m capital expenditure for the purpose of section 41 of the 1971 Act (FT July 28 1989).

The Court of Appeal reversed his decision, but referred the dispute back to the commissioners to decide whether the partnership was or was not trading.

Ensign now appealed and asked for Mr Justice Millett's order to be restored.

The parties agreed that the 17 documents of July 14 were interdependent, and constituted one single composite transaction, which was a tax avoidance scheme and must be read as a whole.

The non-recourse nature of the borrowing ensured that LPI paid the whole cost of the film exceeding \$3.25m, and that the partnership would not be liable for the cost in excess of \$3.25m.

The scheme involved exploitation of British capital allowances for the making of a foreign film.

Mr Gardner submitted that a taxpayer might enter into any transaction in any form he pleased, and the court was confined to that form and could not consider the substance of the transaction.

The Revenue appeared to look upon tax avoidance as a corporate cancer which infected and destroyed any fiscal effect advantageous to the taxpayer.

In *Ramsay v IRC* [1979] 1 WLR 973, 973, 328 where the taxpayer entered into transactions to match an allowable loss against a non-chargeable gain, a claim for capital gains tax was disallowed because "the true view, regarding the scheme as a whole, was to find that there was neither gain nor loss".

In the present case the true view, reading the scheme as a whole, was that the partnership expended \$3.25m.

In *Ramsay*, Lord Fraser referred to the "apparently magical" result of creating a tax loss that was not a real loss.

The present scheme had the apparently magical result of creating for tax purposes an expenditure of \$14m, while incurring a real expenditure of only \$3.25m. The additional \$10.75m was really incurred by LPI.

The commissioners felt bound to ignore beneficial fiscal consequences because the paramount object of the scheme was fiscal. In the Court of Appeal Sir Nicolas Browne-Wilkinson V-C said if the "sole" object was fiscal advantage, it was not a trading transaction.

The principles of *Ramsay* and subsequent cases did not compel or authorise the court to disregard all the fiscal consequences of a single composite transaction read as a whole, on the ground that it appeared the transaction was a tax avoidance scheme.

Neither the commissioners nor the courts were competent to decide whether there was a sole object or paramount intention to obtain a fiscal advantage, nor to weigh fiscal intentions against non-fiscal elements.

The commissioners' task was to find the facts and to apply the law. The facts were undisputed and the law was clear.

The partnership expended \$3.25m capital for the purpose of producing and exploiting a commercial film. That was a trading activity. Expenditure for that purpose was a trading purpose. By section 41 of the 1971 Act, capital expenditure for a trading purpose generated first year allowance. The section was not concerned with the purpose of the transaction, but with the purpose of the expenditure.

The principles of *Ramsay* and subsequent authorities did not apply to the \$3.25m, because that was real and not magical expenditure by the partnership.

A trading transaction could plainly be identified and could have resulted in either a profit or a loss.

The expenditure was real. The receipts were real. The partnership was entitled to a first year allowance equal to the expenditure. The receipts imposed on the partnership a corporation tax liability.

The appeal was allowed. Their Lordships agreed.

For Ensign: John Gardner QC and Jonathan Peacock (Belmont & Loe, agents for Hugh James Jones & Jenkins, Cardiff).

For the Crown: Christopher McCall QC and Laurence Henderson (Inland Revenue Solicitor).

Rachel Davies
Barrister

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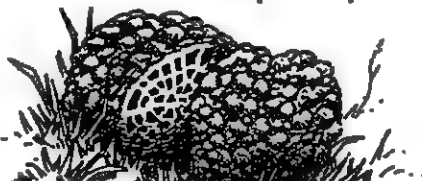
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FT173/92

BUSINESSES FOR SALE

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- Order book consists of ongoing business from substantial customer base, including well known names

For further details contact the Joint Receivers: D D McGruther or A D Conquest, Grant Thornton, 112 West George Street, Glasgow G2 1JF.

Tel: 041 832 7484
Fax: 041 838 0581

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For details, contact Peter Yeldon or Paul Russell on 071-637 5577 at the offices of Smith & Williamson, No.1 Riding House Street, London W1A 3AS. Fax 071-323 5683.

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To advertise in the Business section please telephone Melanie Miles on 071-873 3000 for more information.

Strinex Industries Ltd.

The Joint Administrative Receivers offer for sale on a going concern basis, the business and assets of this well established Telford based company, which designs, assembles and distributes patented radiant heating systems and heating systems.

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For further details please contact: The Joint Administrative Receiver, Michael Isaacs, Sony Hayward, Peter House, St Peter's Square, Manchester M1 5BH. Tel: 061-228 6791 Fax: 061-228 1545.

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PUBLIC NOTICES



MMC INVITES EVIDENCE AND VIEWS ON THE PROPOSED MERGER BETWEEN ALLIED-LYONS PLC AND CARLSBERG A/S

The Monopolies and Mergers Commission is inquiring into the proposed merger between Allied-Lyons PLC and Carlsberg A/S, to determine whether such a merger might operate against the public interest.

The Commission would like to hear from those who have views on the proposed merger, or information which could help with the inquiry. Write, not later than 27 March 1992, to: The Reference Secretary (Allied-Lyons/Carlsberg), Monopolies and Mergers Commission, New Court, 48 Carey Street, London WC2A 2JT.

LEGAL NOTICES

Notice of Meeting in Administration Proceedings

BISHOPSGATE INVESTMENT TRUST PLC
(IN ADMINISTRATION)

Notice is hereby given that a meeting of creditors is to be held at 1 Surrey Street, London WC2R 2HT on 30 March 1992 at 3.30 p.m., to consider the proposals under Section 23(1) of the Insolvency Act 1986 and to consider establishing a Committee of Creditors. A copy of our proposals may be obtained from the above address.

J.A. TALBOT, A.W. BRIERLEY, M.L. McKillop, M. FISHMAN, Joint Administrators

Dated 12th day of March 1992.

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION
Case No. 1992 of 1991

IN RE: ASIL NADIR

In accordance with Rule 6.106 of the Insolvency Rules 1986 notice is hereby given that N H Cooper and I Jacob of Robson Rhodes 186 City Road, London EC1Y 8NZ were appointed Joint Trustees of the estate of the above named debtor on 10th March 1992.

Dated 12th day of March 1992

N H Cooper and I Jacob
Joint Trustees

CORPORATE GOVERNANCE

The FT proposes to publish this highly topical survey on

June 3 1992.

The governance of publicly-owned companies has become a major business issue in recent years. This survey will be seen by 54% of Chief Executives in Europe's top companies. If you wish to reach this important audience, call Sara Mason on 071 873 3349 or fax 071 873 3064 for advertising details.

Data source: Chief Executives in Europe 1990

FT SURVEYS

TECHNOLOGY

Home grown talent

Teleworking is often viewed as a cottage industry carried out by women in the middle of the Oxfordshire countryside or the Scottish highlands.

But working from home, using a PC linked by a phone line to the company head office, is now practised by more than one in eight firms, according to a survey carried out by the National Computing Centre (NCC) and the Which Computer? Show.

The main benefit of teleworking is increased productivity, say business converts to the scheme. Nearly three quarters of companies employing teleworkers cited it as one of the big benefits.

But increased productivity is often overlooked by companies that have not taken the plunge. Only 43 per cent of those not employing teleworkers foresaw this advantage.

Reduced costs also ranked high on the list of benefits according to companies using teleworking. Surprisingly, says Bill Murray, head of the communications and security division of NCC Consultancy, few companies that practised teleworking found that there were hidden costs involved.

The other big advantage of teleworking is that it enables companies to retain skilled staff - particularly in jobs related to the IT sector. The most enthusiastic converts to teleworking among the 500 members of the NCC which responded to the survey were companies in the IT field. However, the most popular teleworking jobs were in sales, as well as those involving IT.

Companies in the south of England as well as those employing more than 1,000 staff also took to teleworking most enthusiastically.

The biggest disadvantage was the loss of face-to-face contact with staff. The kind of people to benefit most from teleworking, says Murray, would be "evolutionary, proactive types".

Della Bradshaw

*Teleworking in the UK, available from the NCC, Oxford Road, Manchester, M1 7ED.

A team of tired volunteers with plastic cards in their hands ventured out into UK high streets in the small hours of a winter's morning in 1987. At 5am they took up their positions at cashpoint machines throughout the country and prepared to take out cash.

At the headquarters of Link, the cashpoint company that unites 34 banks and building societies, operators watched their screens for the first test transactions, which would signal the addition of Co-operative Bank to the network.

But things did not go according to plan. Seconds before the first transaction was due, an early-rising member of the public, keen to try out his new card, beat the official swiftness to the draw. "We were surprised and pleased," says Trevor Jenkins, general manager of technology at Link Interchange Network. "It's good to be that much in demand."

Since the Link network started in 1986 with four main members and 14 smaller ones, it has grown rapidly. A stream of banks and building societies joining the network has taken the total of automated teller machines (ATMs) to more than 5,500, boosted in 1989 by a merger with Matrix, a rival UK network. Last year, despite the recession, Link handled about 45 per cent more transactions than in 1990.

Such rapid growth has forced Link to reconsider the computer and telecommunications technology that underpins its business. When the network started, Link brought in British Telecommunications to run the technical side. "At the time it was the right choice to help us set up the network," says Jenkins.

But five years later, Link came of age. Last summer, in a move that bucked the trend for companies to contract out their computing to facilities management (FM) suppliers, Link brought the whole operation in-house at a cost of £7.5m.

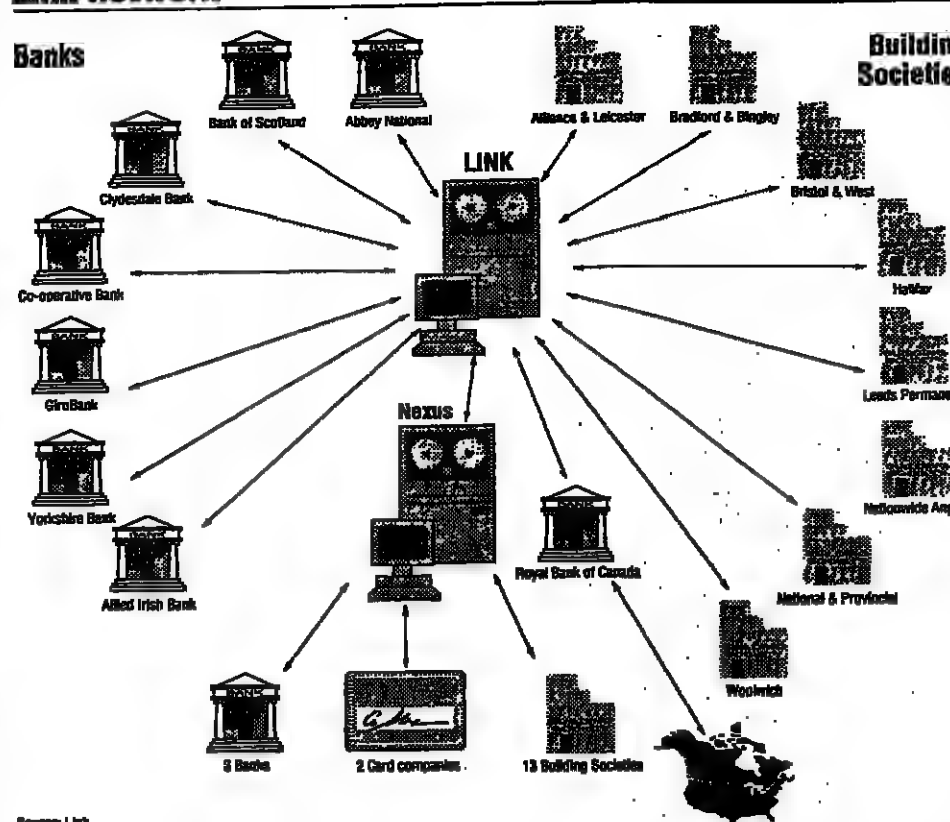
It moved its headquarters and the hub of the network away from BT in London to a new centre in Harrogate, West Yorkshire and installed the latest computer hardware from Tandem, the US supplier of fault-tolerant computers. At the same time it set up a duplicate site in Leeds for disaster recovery and established a new telecommunications infrastructure between Link and its members, many of whom are also in Yorkshire. It recruited 20 staff to run the system.

First among its reasons was the fundamental role of tech-

Link keeps IT close to its chest, says Ian Holdsworth

Game of cards

Link network



Source: Link

nology in Link's business.

Being non-profit making, Link has no ATMs of its own. But it connects those of its members through a central electronic switch. This allows Abbey National card holders, for example, to withdraw cash from a Nationwide ATM, or a Girobank account holder to get a bank balance from a Leeds Permanent machine. Up to 40 transactions a second cross between the institutions through Link's central computer running a software package called Connet from Delux Data Systems of the US.

"This switch is our core business," says Jenkins. "We only have this one application. Our whole reason for being here is to do ATM switching."

Bringing control in-house has simplified matters and shortened the chains of command. Link computer operators now talk directly to their

counterparts at all the Link institutions. They also deal directly with the hardware and software suppliers which used to be subcontractors to BT.

"We had a very close relationship with BT in the early days," says Jenkins. "Then the relationship became more formal and we were finding ourselves more remote from what was happening. As you go on, contracts tend to become more formalised, less flexible and it's more difficult to introduce changes."

Link calculates that it is running the switch more cheaply than BT did. The move in-house was conceived as a five-year project and Link expects it will have more than recouped its investment at the end of that time. Later this year it plans to cut by one or two pence the fee that its members pay each time a transaction goes through the switch.

It was July 1990 when the Link board, comprising 23 representatives from the member institutions, voted to bring the computing in-house. But before this Link was already considering setting up a second switch to use in the event of a disaster at the first.

"Our service has become critical to the institutions and we were under more and more pressure to provide disaster recovery," says Jenkins.

Disaster recovery is an expensive form of insurance which involves duplicating the entire network - all the hardware, software and telecommunications links. One way of lessening the cost is to share disaster recovery with other companies on the basis that only one company is likely to have a disaster at a time. Link considered sharing disaster recovery with other BT clients.

"It turned out that BT

couldn't offer that," recalls Jenkins. "They didn't have anything to share, so they were looking at setting up a second site for us. But we realised the costs were going to be much the same whether we did it or BT did it. And then our thinking moved on - if we were going to set up a disaster site, then perhaps we could run the primary system ourselves as well."

Now with two sites of its own, one of them used only for testing and development, Link is itself considering offering a disaster recovery service to other companies.

But this is long term. In the meantime it wants to stretch the Harrogate centre to its full potential. The new Tandem Cyclone hardware installed there more than doubles the power previously available. The Cyclone took over the network from the old short test last July. The third test in August was so successful that Link decided not to hand the network back. "The most dangerous part was actually transferring the system from one site to the other - so, as everything was working well, it made sense to keep the system," says Jenkins.

Link is now looking at connections with European cashpoints. It already has a gateway into Plus System, a big North American network. There is also room left for growth in the UK, says Jenkins. Link wants more people to use their cards in machines that do not belong to their own bank or building society.

The range of services could also be enlarged. At present, Link is the only UK operator whose ATMs offer balance inquiries across a network of institutions. Other services, such as statement ordering and being able to change a personal identification number, are already offered by some individual Link members in their private networks but are not carried across Link's switch.

Long-term, the Link network could be used for far more than connecting cashpoints. In theory it could pass any kind of electronic information between Link's member banks. The institutions already use similar electronic networks for direct debiting and clearing cheques, but Link has its eye on other possible applications including the transmission of structured documents from member to member using electronic data interchange.

"There's the potential for us to do that," says Jenkins. "But first we have to find some data to exchange."

Put designers in the driving seat

By John Griffiths

Even while the mainstream UK motor industry is gazing happily into its cap at last week's Budget largesse, politicians and government apparatchiks began listening to another round of industry pleas.

This time it came from a much smaller and highly specialised sector, but one which has been consistently successful and, in contrast to the rest of the motor industry, operates an external trade surplus out of all proportion to its size.

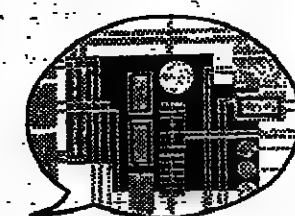
The setting for this encounter was the Motor Industry Research Association's complex at Nuneaton, in Warwickshire. On Friday, government officials were given a lecture

on the UK's independent automotive engineering and design sector, and why it deserves help from government.

The field now employs around 5,000 designers and engineers whose talents lurk beneath the bodywork of a large number of cars from manufacturers more likely to be based in Germany, Japan or South Korea than in Longbridge or Luton. Though most have built strong technology bases, their culture still remains intuitive.

This grade of talent has led British racing car designers and manufacturers to dominate the motor sport industry. In the past decade or so, in the eyes of many UK designers and engineers have overtaken the Italians and are mounting a strong challenge to the best the Germans have on offer. (Indeed, if you could look down the employment roll of the design and engineering departments of Opel, Volkswagen/Audi and Porsche, British workers would be found in large numbers.)

Yet despite this, UK consultancies have consistently been better at designing and engineering than at selling themselves. There are exceptions. John Shute, chairman and founder of Worthing-based International Automotive Design, gave high priority to becoming a "master salesman," for example, in taking his company from a £250,000 turnover in the late 1970s to its current status as a consultancy industry giant turning over many millions.



TECHNICALLY SPEAKING

The fact remains, however, that the sector's seeming inability to talk constructively within itself without prejudging commercial confidentiality has led to many missed opportunities.

Lots of plaudits, therefore, to the Society of Motor Manufacturers and Traders (SMMT) in at last bringing the big companies together into a cohesive body, formally entitled the Design Engineering Group, and organising the Nuneaton meeting to tell politicians and senior civil servants about it.

The teach-in was focused heavily on export prospects, not just for the UK industry, but for the UK equipment, component and other supply industries which stand to benefit from their efforts. For, as SMMT chief executive Sir Hal Miller pointed out, the designers of new vehicles can exert a significant influence on the eventual sourcing of tooling, component supplies, test equipment and so on.

So what, specifically, does the industry want from Whitehall and Westminster?

The shopping list is relatively modest: greater assistance through grants, tax relief or soft loans for the capital investment which many of the companies are making two or three times faster than much of the mainstream motor industry.

The group would like greater official support, and better intelligence of official UK missions to overseas territories. It would like to see more flexible support in terms of the number of people qualifying for support on such missions, and more missions - and return missions - to more places. Which ever government is in power after April 9, it should listen hard to a strong case.



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ARTS

The forgotten expressionist

William Packer reviews Otto Dix at the Tate and in Edinburgh

With the full retrospective study of the German painter, Otto Dix, which has come to the Tate Gallery from Stuttgart (where it was organised) and Berlin, and the coincidental exhibition at the Scottish National Gallery of his works on paper in the collection of the Dresden Print Room, again covering his full career, we may at last see clearly the life's work of this important artist.

It is not so much that Otto Dix alone, but that a whole generation of German artists was all but forgotten, except for its work of the brief, hectic period of the Weimar Republic. The social and satirical expressionism of George Grosz and Max Beckmann, and of Dix himself, was known well, but of what else they and their contemporaries achieved over full working lives we knew little and saw less.

Yet Grosz and Beckmann lived on until 1959; Schiele until 1965; Hübner and Schad until the 1960s; and Dix himself until 1969. Not until quite recently, though, has revisionist shows as the Arts Council's *Neue Sachlichkeit* of 1979, *Les Réalistes* at the Centre Pompidou in 1982 and similar exercises, did it become apparent that the story was somewhat more rich and complicated.

Was such critical myopia more convenient than real? Many of those artists had gone into exile after the rise of Hitler to power, and quite a few remained at home. Only by luck did no artist of manifest distinction emerge from the Nazi period. Even so, the Royal Academy's survey of German art in the 20th century left a large hole that the 1980s and '40s should have filled. Political correctness is new only in name.

Dix was one who remained in Nazi Germany, an internal emigrant, taking his family off to the country, eventually settling at Hemmenhofen near Lake Constance. He was called up at the age of 63 to serve through the last desperate months of the war, and in April 1945 was taken prisoner. On his release he returned home to what was now East Germany and to life under communism. While to him, with his bleakly misanthropic

cast of mind, it would seem all too easy to resign himself to acceptance of more positive a sort. As an active artist Dix all but disappears from view, except in his own country. There the influence of his coded symbolism of the Hitler years has proved itself potent still, and unmistakable.

Dix's own post-war work is disappointing, a competent and painterly figurative expressionism after the manner of the Parisian mainstream: shades of Picasso, Clave, Braque, underscored with a dark symbolism. But it is the mark of the true artist that even his bad work remains interesting, and Dix was nothing if not inconsistent, never afraid to overreach himself. If in these late works we see him withdrawn and self-contained, the contrast with the large symbolic machines of the 1920s, years, "The Triumph of Death" or "The Temptation of Saint Anthony", is only the stronger.

Such paintings as these, with their conscious reversion to the German and Flemish tradition of the late Renaissance, are overblown, uneven, extravagant in ambition, in a sense wonderfully bad, yet wonderful is a proper compliment. The several small landscapes, after Breughel and Altdorfer, by which he made a living, are exquisite, the realist self-portrait of 1943 magnificent.

There was nothing inconsistent in the looking back, for that was where Dix began as a student in Dresden before 1914, looking quite as much at Cranach, Dürer and Van Eyck as at anything of cubism, futurism or any other modernism. While such current examples would preoccupy him in their turn, especially during the earlier part of his career, it was with that larger, older, encompassing realist tradition that he would always identify himself.

Dix volunteered in 1914 and served throughout the Great War. What work he found time to do pointed to moral on the horror and futility of it all. His remarkable drawings of the trench landscape, shown to advantage in Edinburgh, are objective and topographical, almost pastoral, exactly comparable to the working drawings of Nash and Lewis and their British war-artist colleagues.



Portrait of the painter Hans Theo Richter and his wife Gisela by Otto Dix, 1933, currently in the retrospective exhibition at the Tate gallery

Only some time afterwards is a more searching and despairing response expressed, in the suits of 60 etchings, *Der Krieg*, of 1924, with their eroded, visually evocative images of death and mutilation. A direct comparison is with Goya's "Disasters of War", some of which are shown in Edinburgh in a pendant display along with woodcuts and engravings of Cranach, Dürer, Baldung and others. For Dix the suits marks not so much the turn to a particular kind of imagery so much as a change of heart. He had been painting mutilated ex-servicemen and low-life imagery in general, whorves and pimps and the like, for a year or two. But what was

lively and robust, almost jolly in a black sort of way, was now to become bleak and, if not unforgetting, at least unblinking in its view of the human condition. The work becomes more straightforward, less directly engaged with the formal devices of the current avant-garde. Dix was well capable of the direct and unsentimental approach, and had already painted a notably ravishing portrait of his wife in a red hat. But the years after 1924, especially after his move from Düsseldorf to Berlin in 1926, and on to Dresden in 1927, were to see his finest work, finest of all the portraits and the nudes.

With them Dix truly returns to the old northern humanist tradition, with its clearer drawing, thin paint and thinner glazes. His subjects are treated not satirically, but all too truthfully, their figures set at just the right exaggerated curve, their features pointed with just too wicked an emphasis, their every vanity and frailty exposed. The professional model shrinks away, covering herself, as who would not before that baleful gaze.

The Otto Dix exhibition continues at the Tate until May 17, sponsored by Beck's Bier and The Independent, and until May 10 in Edinburgh, sponsored by the German government.

for me the experience was transformed beyond recognition. A crucial element was still lacking: the focus of solo singing both pure and powerful in tone and style. Only the tenor Justin Lavender, whose easy command of Nicolai's high tessitura won him an ovation in the Act 3 scene, could really be deemed a "possible" in his role. (If Mr Lavender could groom his tone and line still further he could become this country's much-needed *Ottocento* tenor.) The impassioned leading female role was confined to Eileen Hulse, a delicately musical soprano on far too small a scale.

But there was a quality of no-frills honesty in the singing of Geoffrey Shovelton's Greek leader and Neil Howlett's Turk, and useful support from Louise Crane and Lawrence Richard. And as ever in Chelsea Opera Group's most notable successes, the plusses triumphantly outnumbered the minuses.

Max Loppert

John Mortimer's 'Zaide'

NEW YORK

Mozart was composing *Zaide*, his first essay in German opera, when the commission for the opera seria *Idomeneo* arrived, and *Zaide* was set aside. Two years later, Joseph II was commissioning German pieces for his national company: Mozart looked at his unfinished *Zaide*, decided it was not "comic" enough for Vienna, and wrote instead *Die Entführung*, on much the same subject but with Blonde, Pedrillo and Osmin added. *Zaide* remained unknown until the composer's widow found and sold it to a publisher.

Fifteen musical numbers — perhaps three-quarters of the intended — survive, but not the spoken dialogue that should link them. Mozart's source was a libretto in which *Zaide*, the Constanze figure and Belmonte figure turn out to be brother and sister, and the Sultan's over-seeing turns out to be both their father and one who had saved the Sultan's life 20 years before. But after the first few numbers Mozart departed from his source; and for the soprano and tenor he wrote tender love music suggesting that he had a different denouement in mind.

The score ends with what is presumably the second-act finale, in which the recaptured pair face death together. Allazim pleads for mercy, and the Sultan is inflexible. Thereafter, it's anyone's guess what happens... and so *Zaide*, which contains marvelous numbers, has attracted many speculators, eager to save some excellent dramatic music for the stage.

Italo Calvino produced a version — it reached London in William Weaver's translation — in which Mozart's incomplete score was washed up on a desert island and the performers who came across it tried various ways of fleshing it out and resolving it. The latest version of *Zaide* is by John Mortimer. It received its world premiere last Thursday in the Juilliard Theater, brought by the University of Cincinnati's College-Conservatory of Music.

Mortimer — like Peter Sellers in his production of Handel's *Giulio Cesare* and Ken Cazan in his St. Louis production of Mozart's *Mitridate* — chose the modern Middle East as his main setting: the Sultan, a religious fanatic, heads the party in power, Gomatz is a political prisoner and Allazim is a professor who once taught both of them. The roles are doubled: singers in robes sing Mozart's music, and actors in modern dress speak Mortimer's drama. At the close, Mozart's Sultan releases *Zaide*, Gomatz and Allazim to freedom while, on the other side of the stage, Mortimer's Sultan has the trio executed.

Well, it's a having-it-both-ways idea, but it did not amount to much. In a programme note, Mortimer wrote rather promisingly of a contrast between dreams, such as can be sung about, and harsh prose reality. But his political

exchanges are trite and obvious, his modern characters conventional cardboard. His Allazim's "Battles are a sign of weakness, not strength. If you let them go you'll prove your-

self strong enough not to care about dissidents... I could guarantee you an excellent press. Perhaps a seat at the conference table" is a fair specimen. In the aftermath of a real Gulf War, this tacking of contemporary to an 18th-century abduction drama seemed glibly opportunistic — and ill-matched to the emotions explored in the score.

It was the "unreal" figures — the singers animated by Mozart's music — who came to life. Or would have come to life had they been better sung, had Cincinnati been able to field less modest vocal resources. The Juilliard, only a 1,000-seater, apparently intimate, but very wide and with dead acoustics, is a trap into which the Bloomington troupe that brought *Lo sposo deluso* to New York earlier this season also fell. And the actors lacked the rhetorical force to quicken the melodramas. Malcolm Fraser produced, Jindong Cai conducted, too blandly.

William Mann in his Mozart book says, "Attempts to turn this fragment into a viable theatrical musical experience cannot succeed... the best use to be made of it is either by gramophone records or concert performances." I agree. I've not seen Paul Griffiths's *The Jewel Box*, which sounds captivating. But John Mortimer's *Zaide* proves as unsatisfying as all the earlier attempts to "make something stageworthy" of Mozart's unfinished, unfinished *Zaide*, *Oss del Cairo* and *Sposo deluso*.

Andrew Porter

London Symphony/Tate

BARBICAN HALL

Shostakovich's fourth symphony (Op. 43) is one of his biggest and most brazen — the modernist excursion of 1936 which he did not dare have performed once Stalin had condemned the 1932 opera *Lady Macbeth of Mtsensk* for formalism, and which was succeeded by "the Soviet Artist's Practical Creative Reply to Just Criticism" in the form of the world-beating fifth symphony. It was not until 1961 that it was deemed safe in the USSR to give the fourth its premiere; and experiencing the cataclysmic climaxes, grinding dissonances and moments of pure weirdness in Jeffrey Tate's splendid account of the work with the London Symphony Orchestra on Sunday night one could hear why.

It is a huge structure — a central quasi-scherzo flanked by movements lasting each some 25 minutes — scored for a huge orchestra and dealing in bold ideas. As if anticipating Fender's early manner, Shostakovich creates a sense of sheer sonority. The prelude, fugue for the strings in the first movement generates a sonorous energy that goes far beyond the needs of any conventional thematic argument — or it did in the LSO's rendering at any rate. Likewise, the thick chorus of woodwinds early in the second movement began to conjure up the music of Ligeti; while the out-

break of dry ironic percussion, dominated by unlikely castanets, with which the movement comes to its sudden stop evoked for all the world the later looper Tippett.

Tate well brought out this movement's strange quality of tragic insouciance, and elsewhere, variously, the bitter-sweet naughtiness of fugues and waltzes, the painful stridency, the note of desolation, and all the characteristic expressive elements which no criticism ever compelled Shostakovich to alter. The climaxes were admirably judged, even if the last of them taxed the Barbican's acoustics. Admireable too were the numerous solos for instruments or sections: Ian Bouffield's trombone, Martin Gatt's bassoon, the piccolo section, the two frenetic timpanists, the celesta-player who inscrutably signs the work off.

Gatt and three of his fellow principals composed the solo quartet in Mozart's *Sinfonia Concertante* in E flat, K. 297b, for oboe (Roy Carter), clarinet (Andrew Marriner), horn (Hugh Seaman) and bassoon which filled the first half. A work of doubtful authenticity, it rarely fails to make a tedious impression, but the stylish virtuosity of these players did much to sustain interest.

Paul Driver

City of Birmingham Symphony Orchestra

ROYAL FESTIVAL HALL

A decade of war and revolution is the subject of this year's arts events in "Towards the Millennium". The festival, which is surveying the cultural legacy of the 20th century on an annual basis up to the year 2000, is presently engaged on the decade 1911-1920. When concerts are arranged by chronology in this fashion, it is fascinating to reflect on how posterity has selected what it wants to hear. For there is a clear dividing-line. The orchestral concerts, being given by Simon Rattle and the CBSO, include a good proportion of present-day favourites, while the smaller-scale events feature music that is still liable to be looked upon as new and difficult.

There was certainly nothing to frighten people away from Friday's concert, although even the lure of Rattle and his orchestra in a programme for which they are superbly well equipped had not succeeded in drawing a full house. A pity, as the invigorating opening of Nielsen's Third Symphony announced that the team was on good form. Their performances of the big showpieces from this period are rarely flashy; the musicians rather give the impression

of having worked assiduously with their Music Director and produce accounts of each score that are musically penetrating, exciting where appropriate, but never in a superficial way.

It would be quite possible, for example, to find a performance of Ravel's *Daphnis et Chloé* that gave a more scintillating exposé of precise sounds or an uninhibited display of orchestral muscle. What would be difficult is to equal Rattle's expressiveness and feeling for atmosphere — a heady sensuality, often seducing the ear with ravishing guilelessness on the part of the CBSO musicians and Chorus.

There was some exquisite playing in the evening's novelty, too. This was Szymanowski's *Songs of a Fairy-tale Princess*, three miniatures in which a high soprano floats away on stratospheric cadenzas over lush and exotic tinkling from celesta and piano, a sound-world shamelessly borrowed from Stravinsky's opera *Le Rossignol*. Eileen Hulse was the effortless soloist and Rattle the chivalrous accompanist who let her every phrase be heard.

Richard Fairman

Le Siège de Corinthe

QUEEN ELIZABETH HALL

The activities of the Rossini 200th anniversary year begin to unfold in London's theatres and concert halls. There may not be enough of them — for this is, after all, a composer of many little-known or even unknown works of superb quality and only a few popular favourites. But those that are scheduled (such as next month's Royal Opera revival of *Guildenstern and Tereza* and Q&A concert performance of the Neapolitan opera seria, *Erminia*) will surely aid in sharpening our vision of a composer of the first importance still shrouded in prejudiced misunderstanding.

This what anniversary celebrations always should have as their goal; and this was certainly the achievement of Sunday's Chelsea Opera Group concert performance of *Le Siège de Corinthe* (1826), first of the three grand operas Rossini wrote for Paris. It was an occasion of high excitement but with also the properly missionary purpose and revelatory impact. The convenient formula is that with this work 19th-century

Grand Opera was launched; what is less well known is the fierce charge of dramatic urgency and vigour that it can still release when sympathetically delivered.

Like *Moïse*, the second of Rossini's *Padre opera*, *Le Siège* is a radical re-bashing of an earlier work — in this case *Maometto secondo* (Naples, 1820). The Neapolitan expansiveness of invention and luxuriant vocal writing were drastically cut back; the siege itself was re-located from Negroponte to Corinth. The Paris premiere was given against the backdrop of the Greek War of Independence; and so the enthusiasm it inspired may have had a tinge of topicality. The boldness of the opera, its opening-up of new paths and possibilities and its surging forcefulness of forward movement were the real roots of its success.

Forward movement is the aim: this is a through-composed drama with only a single solo scene interrupted by the addition of other solo or choral voices.

Not until *Il troatore* would opera re-discover such rugged vitality in martial rhythms; the grandeur of Rossini's Greekian and Beethovenian veins and in the Act 2 choral prayer, his pre-Schumann richness of Romantic harmony are left tritely directed toward the driving oppositions — Greek versus Turk of the drama, also achieved in the wonderfully apt and detailed scoring.

Character is subsumed in the love-versus-duty plot; this is *perhaps* the backward-looking aspect of the opera, which makes it less easy to revive than *Tell*. My single encounter with *Le Siège* in the theatre — the 1983 Florence staging, a rapid, going-through-the-motions affair — underlined the point. But though the Chelsea Opera Group orchestra and chorus are peopled with amateurs, their commitment to the work proved on Sunday so infectious, and the skill of the conductor, Howard Williams, so great in reconciling formal grandeur and dramatic dynamism, that

for me the experience was transformed beyond recognition.

A crucial element was still lacking: the focus of solo singing both pure and powerful in tone and style. Only the tenor Justin Lavender, whose easy command of Nicolai's high tessitura won him an ovation in the Act 3 scene, could really be deemed a "possible" in his role. (If Mr Lavender could groom his tone and line still further he could become this country's much-needed *Ottocento* tenor.) The impassioned leading female role was confined to Eileen Hulse, a delicately musical soprano on far too small a scale.

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Max Loppert

INTERNATIONAL ARTS GUIDE TODAY'S EVENTS

AMSTERDAM

Concertgebouw 20.15 Daan Adriaans conducts the VU Orchestra in Sibelius' Seventh Symphony and Nielsen's Third, with Hans Roelofsens soloist in Tübingen Concerto. Tomorrow, Thurs and Sun afternoon: Hartmut Haenchen conducts the Netherlands Philharmonic. Fri: Chelly conducts the Royal Concertgebouw (6718 345).

Muziektheater 19.30 Harimut Haenchen conducts Pierre Audi's production of Mozart's *Midas*, also Fri. Sat and Sun afternoon: ballets by Frederick Ashton, Ashley Page and Toer van Schayk (6255 453/credit card bookings 6211 211).

ANTWERP

De Vlaamse Opera 20.00 Stefan Soltesz conducts Steven Pimlott's production of Un ballo in maschera. Runs till March 27, with next performances on Fri and Sun afternoon (233 6895).

BARCELONA

Gran Teatre del Liceu 21.00

Randall Behr conducts Helmut Polka's production of La traviata, with Stephanie Friede in Violetta. Also tomorrow and Fri (412 1488).
Pau de la Música 21.00 Evgeny Svetlanov conducts the Russian State Symphony Orchestra. Tomorrow: Midori, Fri. Sat and Sun morning: Barcelona City Orchestra. Sun evening: Isabel conducts Mahler (268 7000).

BRUSSELS

Théâtre National 20.30 La Bataille, play by Heiner Müller directed by Philippe van Kessel. Daily except Sun and Mon till March 28 (217 0303).
Monnaie 20.00 Philippe Herreweghe conducts Pascal Dusapin's new music theatre work *Medeamaterial* (text by Heiner Müller), plus Purcell's *Dido and Aeneas*. Runs till March 27, with next performance on Thurs, Fri and Sun afternoon (219 8341).
Schauburg 20.30 The Man Who Mistook His Wife For A Hat, music theatre piece by Michael Nyman presented by Antwerp Chamber Opera. Repeated tomorrow (513 8290).
Palais des Beaux Arts 20.00 Rudolf Werthen conducts I Flaminghi in Mozart's Divertimento K334 and Haydn's C major Cello Concerto, with soloist France Springuel. Fri and Sun afternoon: Pascal Rogé plays Saint-Saëns' Fifth Piano Concerto with the Belgian National Orchestra conducted by Eri Klas (507 8200).

CHICAGO

Orchestra Hall 19.30 Daniel Barenboim conducts the Chicago Symphony Orchestra in Berlioz's

Roman Carnival overture, Ravel's *Alborada del gracioso* and Strauss' *Ein Heldenleben*. Tomorrow: Tito Puente Latin Jazz Allstars. Thurs, Fri afternoon and Sat: Barenboim conducts Corigliano's First Symphony (435 6666).

GENEVA

Comédie 20.00 Chekhov's The Seagull, directed by Philippe Sireuil. Daily except Sun and Mon till April 4 (205001).
Théâtre de Carouge 20.15 Sigmund, Monique Lachère's new play about Freud. Directed by Georges Wod, with Rappi-Pastor in the title role. Daily except Mon till March 29 (494343).

LONDON

DANCE
Sadler's Wells 19.30 Opening night of a two-week season by the Birmingham Royal Ballet. Tonight's triple bill consists of David Bintley's *Galathea* and two Kenneth MacMillan choreographies, *The Burrow* and *Elite Synchronisms*, repeated tomorrow. Thurs, Fri, Sat and Mon: Giselle (071-278 8916).
Covent Garden 19.30 Sylvie Guillem stars in Kenneth MacMillan's *Manon*. Tomorrow: Death in Venice (071-240 1086).
CONCERTS/OPERA
Royal Festival Hall Thurs: Ralph McTell (071-928 8800).
Queen Elizabeth Hall 19.45 Cleveland Quartet plays three Beethoven string quartets. Tomorrow: Hakan Hardenberger plays trumpet concertos (071-928 8800).
Coliseum 19.30 Jacek Kasprzyk

conducts Il barbiere di Siviglia, also Fri. Tomorrow: Street Scene (071-836 3161).

MADRID

At the Teatro Lirico La Zarzuela tonight and Sat: Antoni Rios Marba conducts Pier Luigi Pizzi's production of Carmen, with Teresa Berganza (429 8225).

CONCERTS

Tonight at the Auditorio Nacional de Música, Luis Aguirre conducts the Spanish Chamber Orchestra in music by Mozart, Barce and Stravinsky. Thurs: Alvaro Marías is director and soloist in a programme of Vivaldi flute concertos. Fri: Eliahu Inbal conducts the Frankfurt Radio Symphony Orchestra in Mahler's Ninth Symphony. Fri, Sat, Sun: Antoni Wit conducts the Spanish National Orchestra in Lutoslawski's Piano Concerto (soloist Piotr Paleczny) and Sibelius' Second Symphony (337 0100). Sun in Teatro Monumental: Harry Christophers conducts Haydn's Creation (429 1281).

NEW YORK

State Theater 20.00 Boris Godunov, opening night of a three-week season by St Petersburg National Opera. Tomorrow: Rimsky-Korsakov's Golden Cockerel. Thurs and Fri: Queen of Spades (307 4100).

PARIS

DANCE
Théâtre des Champs-Élysées 20.30 Ballet Cristina Hoyos premieres

two new choreographies: Verma and Le Flamenco tomorrow, plus next Thurs, Wed, Fri, Sat. Sun (4720 3637).

Palais Garnier 19.30 Picasso et la Danse: Opéra Ballet triple bill consisting of Nijinska's *Le Train Bleu*, Roland Petit's *Le Rêve* and Maurice Béjart's *Le Tricorne*. Repeated tomorrow (4017 3535).
Théâtre de la Ville 20.30 Compagnie Philippe Genty, experimental dance group. Daily except Mon till March 21 (4274 2277).

MUSIC

Châtelet 20.30 Lucie Paff conducts Orchestra of the Monnaie and BBC Singers in world premiere of Pascal Dusapin's oratorio *La Melancholia*, plus Sibelius' Fourth Symphony. Fri: Maazel conducts lives, George Crumb and Berio (4028 2840).
Salle Pleyel 20.30 Armin Jordan conducts the Ensemble Orchestral de Paris in Beethoven's Triple Concerto and Rossini arias sung by Marlene Dupuy (4561 0630).
Opéra Bastille 20.00 Michael Schoenwandt conducts Elektra, with Gabriele Schaut, Karen Hufstodt and Helga Dernesch. Also Fri (4001 1616).
A 24-hour recorded telephone guide to Paris entertainment is available in English by dialling 4720 8896.

ROTTERDAM

De Doelen 20.15 Theodor Guschlbauer conducts the Rotterdam Philharmonic Orchestra in Mozart's Paris Symphony. Saint-Saëns' First Cello Concerto and Fauré's *Elegy* (soloist Matt Haimovitz), plus Tchaikovsky's

Suite No 4. Repeated tomorrow and Thurs (413 2490).

UTRECHT

Vredenburg 20.15 Taitana Nikolaeva plays piano music by Shostakovich and Bach. Fri: Pavel Kogan conducts the Netherlands Radio Symphony Orchestra. Sat: Arnold Oltman conducts Grieg and Sibelius (314544).

WASHINGTON

Kennedy Center Concert Hall Tonight's National Symphony Orchestra concert features Tamas Vasary as conductor and piano. Soloist in a programme of Mendelssohn, Kodaly and Brahms. Fri and Sat: Cab Calloway and National Symphony Orchestra. Pops. Sun: Kiri Te Kanawa. Sat in Terrace Theater: Music of the Duke Ellington Orchestra (467 4500).
Kennedy Center Opera House Opening night of a two-week season by Dance Theater of Harlem. Tonight's programme includes Balanchine's *Four Temperaments* (467 4800).
Landsburgh Theater Much Ado About Nothing, Shakespeare's battle of the sexes, directed by Michael Kahn. Runs till April 12 (546 4000).

Blues Alley Jazz Supperclub This week's artists include Joe Morra tomorrow (vocals/piano) and solo guitarist Stanley Jordan from Thurs to Sun (337 2338).
Barnes of Wolf Trap Tomorrow and Wed: singer/songwriter David Wilcox. Thurs: an evening of folk music with Bill Morrissey. Fri: Jonathan Edwards's country/acoustic music with blues guitar and harmonica (703-938 2404).

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MONDAY TO FRIDAY

CNN 2000-2000, 2000-2300 World Business Today — a joint FT/CNN production with Grant Perry and Colin Chapman.

Super Channel 0630-0900 (Mon) FT East Europe Report — weekly in-depth analysis from FTV.

0530-0900 (Tues) Spiegel TV — the real world of documentary.

2130-2200 (Tues) Media Europe — what's new in European media business.

2130-2200 (Wed) FT Business Weekly — global business report with James Bellini.

0630-0900 (Thurs) Media Europe 2130-2200 (Thurs) FT Eastern Europe Report.

0630-0900 (Fri) FT Business Weekly.

2130-2200 (Fri) Spiegel TV — ind Report.

Sky News 0130-0200 (Mon), 2130-2200 (Thurs), 0530-0600 (Fri) FT Business Weekly.

SATURDAY

CNN 0500-0830 World Business This Week — a joint FT/CNN production.

1900-1930 World Business This Week.

Super Channel 1930-2000 FT Eastern Europe Report.

SUNDAY

CNN 1030-1100, 1800-1830 World Business This Week.

Super Channel 1800-1930 FT Business Weekly.

Sky News 1330-1400, 2030-2100 FT Business Weekly.

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 8HL
Telephone: 071-673 3000 Telex: 922186 Fax: 071-407 5700

Tuesday March 17 1992

Battle of the budgets

NEVER BEFORE have voters in a general election been given a choice between two budgets. That this is so is partly an accident of timing. But it is also a credit to the Labour Party which offers a choice that is clear, but far from dramatic.

Since Labour's draft Budget is a political document, deception is to be expected, as was the case in the Budget itself. The shadow Red Book argues, for example, that the recession was caused by the government's policies, but fails to note that the proximate cause was ERM membership, a policy framework for lowering inflation to which the Labour Party is also committed. The draft also calls for immediate implementation of a £1.1bn recovery programme. But it fails to recognise the modest nature of the stimulus. A Labour government, too, would have to wait and hope for a recovery.

Even on the "fiscal principle" that the Government should only borrow for investment, Labour merely talks a good game. The prospective fiscal deficit would be quite as large under Labour as under the Conservatives, taken as a whole, that deficit will probably exceed investment. Moreover, the increased spending now envisaged is not for investment, except on the most elastic definition. Labour's puritanical bite is less than its bark.

Once enquiring voters have waded through the quagmire of disinformation, however, they reach the dry land of genuine differences.

Personal allowances

Labour tax-raising proposals include a 10 per cent increase in the national insurance ceiling and a new 50 per cent income tax band, starting at gross earnings of £40,000, but increases in the basic and 40 per cent tax rates are ruled out for the next parliament. The two changes, taken together, are supposed to raise £2.5bn in the first year and £4.5bn in the second. Labour also "saves" the Conservatives proposed 30 per cent reduced rate band, worth £1.77bn in 1992-93 and £2.32bn in 1993-94.

The money is to be spent on a 10 per cent increase in personal allowances (costing

£220m and £1.17bn in the first two years, respectively), abolition of the 2 per cent national insurance entrance fee (costing £720m and £1.07bn), an increase in child benefit to £9.95 (costing £315m and £760m) and increased state retirement pensions (costing £1.05bn and £2.56bn). After already announced changes in national insurance treatment of benefits in kind, a proposed tax exemption for employer assisted childcare, abolition of the incentive to opt out of the state earnings related pensions and retention of stamp duty on share transactions, £1.85bn and £3.51bn are left for increased public spending in the two years.

Pensioner households

Labour's proposals are more redistributive than those of the government. According to the Institute of Fiscal Studies, below a household disposable income of £389 a week the number of gainers would exceed losers. Most pensioner households would gain. So would most parents, whether single or couples. Incentives to the margin for the relatively well paid would be worse, but no more so than prior to 1988. Labour's proposals also involve more public spending. In 1993-94, for example, the difference would be £6.8bn. The sum may seem huge, but Labour's budget would raise the share of public spending in GDP merely from 43 to 44 per cent.

Here then is the choice: monetary rectitude and fiscal profligacy in the blue corner and fiscal profligacy and monetary rectitude in the red one: a "medium term financial strategy" in the blue corner and a "strategic framework for finance and industry" in the red one; public spending kept down to 43 per cent of GDP in the blue corner and public spending up to 44 per cent of GDP in the red one; a reduced rate band of 30 per cent in the blue corner and higher fiscal allowances in the red one; lower taxes on the well off in the blue corner and higher spending on pensioners, parents, health and education in the red one. A fight is, indeed, on. But it is between products carefully positioned on either side of the middle of the market place.

Lib-Lab, or nothing at all

THE Liberal Democrats, who will not form the next government, serve a useful purpose. Their party is a fruitful source of ideas, some of which are bright and some of which are incomprehensible. It is also a potential junior partner in a Labour-led coalition. The senior partner would have to be Labour, since the Conservatives could not in good faith ally themselves with Mr Paddy Ashdown's followers on the basis of their manifesto, "Changing Britain for good", published yesterday. The prime minister refused to contemplate a change to proportional representation in his speech in London on Saturday. Mr Ashdown is as unequivocally committed to the opposite policy. "Liberal Democrats will neither support nor participate in a government which turns its back on reform," states the manifesto.

Labour, on the other hand, is proposing to keep talking about PR, even for elections to the House of Commons. The Labour leader, Mr Neil Kinnock, remarked the other day that it was "very unlikely" that first-past-the-post would be abandoned for national elections. He could hardly be more equivocal than that. Yet Labour policies on other items of constitutional reform are so close to those of the Liberal Democrats as to be indistinguishable. Both favour Scottish, Welsh and English regional self-government; both offer a freedom of information act and bills of rights (the Liberal Democrats would incorporate the European Convention into UK law), and both promise the reconstitution of the House of Lords as an elected senate.

Party similarities

Much of this is constructive. Britain needs a debate about governance. The Liberal Democrats' central argument, which is that constitutional reform is a necessary prerequisite for other reforms in the management of the British polity, has much to commend it. But there are other, more questionable, similarities between the two parties of the centre-left.

Labour would sign the social charter proposed at the Maastricht meeting of European Community heads of state; so would the Liberal Democrats.

The latter are more welcoming than the former to full economic and monetary union. But it is a distinction without a difference. Regrettably, both parties would reject the Conservatives' structural reforms of the social services. In the case of health this would be to abandon one of the government's more promising attempts to modernise the welfare state.

Both appear to regard public expenditure as an absolute good, with tax increases guaranteed. The Liberal Democrats take this belief seriously; they alone hypothesise a public sector borrowing requirement 22 per cent higher than either Labour or the Conservatives dare to propose, and that after taking into account general increases in taxation.

Attractive menu

As most continental Europeans are aware, coalitions are not constructed on the basis of minority party manifestoes. Just a few choice items, or compromises, cement many political alliances. The Liberal Democrats' manifesto contains an enormous à la carte menu of attractive items. The Bank of England would become "operationally independent". Monopolies like British Telecom and British Gas would be broken up. Coal would become crown property, with licences to mine issued to British Coal and assorted competitors. The proposed EC energy tax would be supported, with offsetting reductions in VAT.

Yet there are also propositions that simply do not make sense, such as the table indicating that a £4425m increase in state benefits, offset by tax "reforms" (ie: increases) of £4.380m, could be implemented in year one of a new administration and still give a net yield of £355m, after "administrative savings" of £400m. Others are merely fantastical, such as the "gradual integration of Community members' armed forces under a joint military command".

So long as the Liberal Democrats are not a prospective government such excesses need not be taken too seriously. Should it succeed in breaking the electoral system, the party would have to leave behind such cheerful confusion.

It is 90 per cent certain that Germany, driven on by the European conviction of Chancellor Helmut Kohl, will ratify the Maastricht treaty on European political, economic and monetary union by the end of the year.

It is equally certain that the country is going to make a heavy weather of it. Indeed, Mr Kohl may well have to pay a heavy political price for his convictions. The whole debate will probably run right up to the last stroke of midnight on December 31, causing soul-searching in Bonn, Berlin and in Brussels, and even the odd heavy bickering in the backstreets of Bielefeld.

Throughout the small group of high-level government officials in Bonn responsible for negotiating the EC packages over the past two years there reigns a deep gloom about the coming confrontation. For even if they are convinced that Maastricht will be ratified, they fear that the debate will encourage the mood of questioning that prevails in the united Germany - questioning of the old certainty of Germany's role firmly anchored in western Europe.

It could also leave loopholes - if not legal, then at least political - in the ratification of economic and monetary union (Emu), allowing opponents of the process to call it into question once again before the final step to full implementation of a single European currency.

Last week Mr Rost Kötter, state secretary in the finance ministry, leader of Germany's Emu negotiating team, and Mr Kohl's "sherpa" - chief adviser and fixer - for the Group of Seven world economic summits, summoned a rare public briefing of leading economic correspondents to spell out his concerns at the content and direction of the current debate.

"Surely this debate is serious enough for us to try a bit harder," he said. The simplistic state of the discussion "only goes to show that our German self-confidence has not come very far".

He was expressing the fear that the debate would be reduced to the level of knee-jerk nationalism: to accusations such as "you are endangering the D-mark, so you are a traitor to the Fatherland", as he put it.

At the same time, there is a growing fear that anyone who has an axe to grind with the German body politic will seek to attach it to the ratification process. That seems to be exactly what the 16 German federal states are doing, in insisting that they will only give their blessing to Maastricht if their own involvement in all future Euro-negotiations is greatly increased. And it is the same temptation faced by the opposition Social Democrats (SPD).

The support both of the states, and the SPD, is essential to get ratification. Mr Kohl will present two items of legislation next month to the Bundestag and the Bundesrat, the two houses of the German parliament.

The first seeks to amend the German constitution in two ways, each requiring a two-thirds majority in both houses. They must approve the transfer of powers from the German Bundesbank to a future European central bank. And they must allow the vote at local elections to all EC citizens.

Only once that law has been passed can the full ratification of Maastricht be voted through, by a simple majority. So Mr Kohl is a hostage to his opponents both in Bonn, and in the states.

Already he has been forced onto the defensive. Both he, and Mr Theo Waigel, his finance minister, have begun to argue that the most likely name of the single currency - the Ecu - has by no means been agreed, and both would prefer the "Euro-mark". Mr Waigel went further at the weekend, suggesting that the future European central bank must have its headquarters in Germany, as the only way to ensure "broad approval and acceptance" of Emu among the Germans.

Governing party

One of the first tasks for whichever party wins the general election will be to replace the Governor of the Bank of England, whose term runs out at the end of June 1993.

The ideas a continuing Conservative government would have on suitable pedigrees have been reasonably well aired, with Sir David Scholey, Warburg's man on the Court for the past decade, an obvious contender. But what happens if Labour wins?

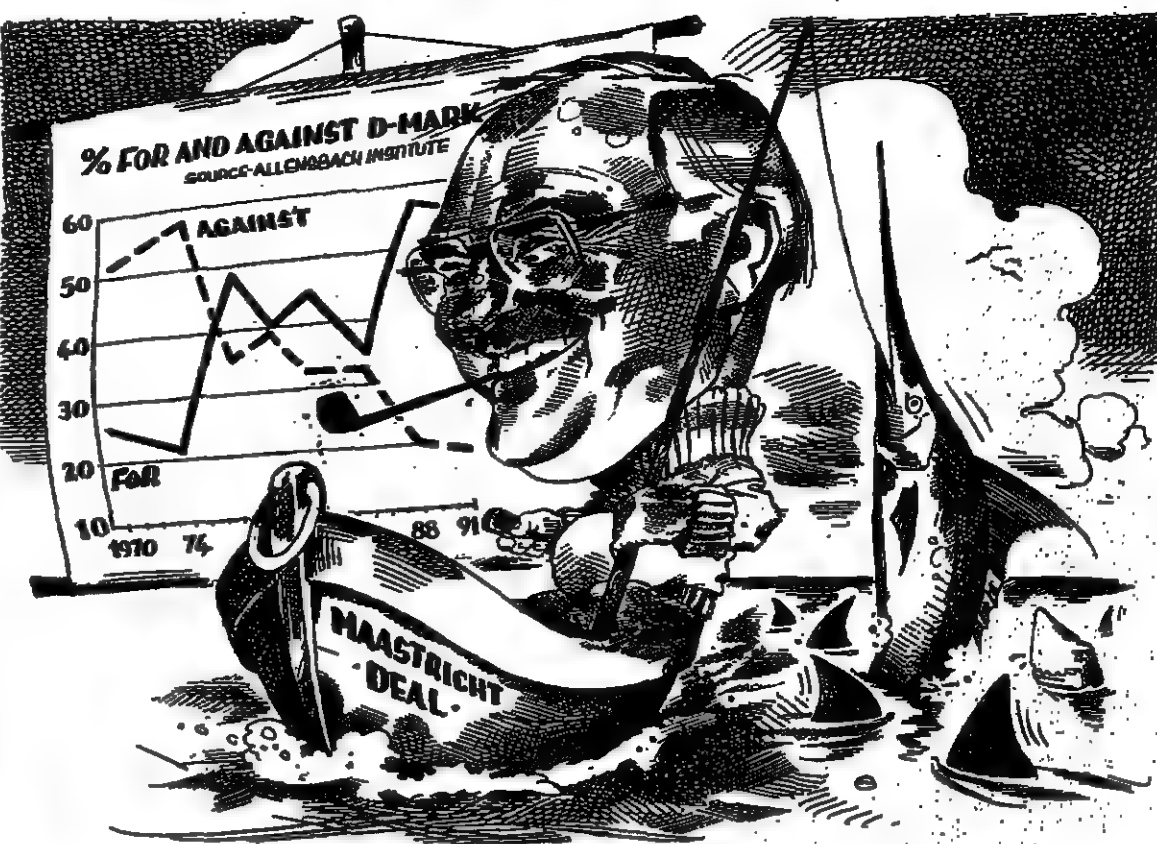
In that case, the dossier of qualified candidates with apt backgrounds is somewhat thin. There are some Labour peers who have worked in the City, such as the Lords Williams and Donoghue. But their credibility has not been enhanced by their recent career moves. Another possibility is Lord Peston, a Labour academic, but he is said not to be interested and, even if he were, his appointment would be controversial - at least among economists.

History suggests that Labour prime ministers tend to play much more safely than their Tory counterparts when it comes to picking governors. On nationalising the Bank in 1946, Labour might have given the place a thorough shake-up. In the event, it passed up the opportunity by asking Lord Catto, a former Morgan Grenfell partner, to stay on as governor. Since then, Labour governments have had only a couple of chances to choose a new governor, and both times it promoted from within.

Admittedly, in 1949 Stafford Cripps wanted to give the job to John Hambury-Williams, a well respected chairman of Courtaulds. But when he turned it down, the post was offered to Cameron Cobbold, the deputy governor. Similarly, Harold Wilson also settled on the deputy, then Leslie O'Brien, to take over from Lord Croucher in 1965.

The debate in Germany on European economic and monetary union could last until its December deadline, says Quentin Peel

Kohl struggles to land his catch



Little more than three months ago, it seemed that most of the electorate barely cared about Maastricht. There was little debate in the media, and even less in parliament. A broad consensus ruled in Bonn that European integration was a good thing. While the debate raged in Britain on whether Emu should happen at all, there was a certain smug self-satisfaction in Bonn that Germans were far too European to doubt it.

To be sure, there were grumblings within the mighty German Bundesbank, where the state representatives - men such as Mr Lothar Müller from Bavaria, and Mr Wilhelm Nolling from Hamburg - were more sceptical about the stability and security of the process than their Frankfurt-based colleagues in the bank's directorate. But the Bundesbank as a whole never questioned the fact of Emu, only the terms, and the politicians in Bonn slumbered on.

All that changed on the eve of Maastricht when Bild Zeitung, the country's only mass-circulation newspaper and a worthy bell-weather of the mood in the Bielefeld beer-cellars, ran a banner headline declaring: "The D-mark to be abolished." The next day it ran a funeral address for the demise of the beloved currency.

Since then the debate has broken out all over the place, fuelled by a belated recognition among the more populist politicians that a unified Germany is a lot more sceptical about European integration than the old divided nation.

The trouble is that the discussion is thoroughly confusing, because the

assault on Maastricht is coming from several directions at once. In the first place, there are the outright Euro-sceptics, dubious about the demise of the D-mark, and convinced that Germany must now concentrate more on integrating east and central Europe, and less on the old EC.

The second group comprises the Euro-enthusiasts, convinced that Maastricht has failed to strengthen European political union enough, alongside Emu, and seeking to block

Mr Kohl is a hostage to his opponents both in Bonn, and in the states. Already, he has been forced onto the defensive

the latter until the former has been achieved.

Third come the German federalists, the powerful German federal states, which see their territory increasingly whittled away by Bonn, through Brussels. Among them are both Euro-sceptics and Euro-enthusiasts, equally keen to see the power of central government curbed.

The Euro-sceptics amount to a small minority in Bonn, but with growing popular support. The opinion polls certainly suggest that. According to the respected Altembach institute, the polling body, the proportion of Germans wanting to slow down the European integration process has risen from 21 per cent in 1989 to 38 per

cent last year. Those suggesting it should not be slowed down dropped from 56 per cent in 1989 to only 34 per cent last year.

As for the precise question of giving up the D-mark, according to the Society for the Protection of German Savings, the proportion has switched from a clear 62:38 in favour back in 1970, to a decided 58:42 against last year. Other polls suggest the same, with a growing backlash since Maastricht. The most recent put opposition at 73 per cent, with almost 30 per cent saying they would change their vote in the 1994 elections to support any party saying it would not give up the D-mark.

That is one option which so far German electors do not have, unless they vote for the extremes of left and right. The political establishment in Bonn is very largely united in support of Emu - but the temptation is growing at the fringes to exploit the popular desire to maintain "the D-mark in one's pocket".

The first to do so was Mr Peter Gauweiler, the environment minister in Bavaria, a leading member of the Christian Social Union (CSU) in that state. He is a rival to Mr Waigel, the party leader, and is often seen as the real hair-shirt to Mr Franz-Josef Strauss, the long-time conservative prime minister there.

He suddenly came out with a ringing denunciation of the whole process of European union, describing it as a "totalitarian dream of universal redemption", and denouncing the Ecu as "Esperanto-geld". He lost the debate in the party leadership, but his

are the words which linger on in the public memory.

Then came Mr Oskar Lafontaine, deputy leader and enfant terrible of the SPD, who surprised and alarmed his own colleagues by calling for outright rejection of the EC treaty - because Emu will be built on foundations of sand. You cannot have a common currency, and a single central bank, while allowing each member state to pursue its own incomes policy, social and financial policies, he said.

"Thank God for Mr Lafontaine," one EC diplomat remarked. "His capacity for choosing the wrong horse is legendary. By coming out against Maastricht, he forced his party to come out in favour."

That at least is what happened - up to a point. The SPD has promised not to allow its doubts to block ratification. But what it wants in exchange is the promise of another debate on Emu before Stage Three - the final step to a single currency. That debate should not be a mere formality, says Mrs Heidemarie Wiesencröck-Zell, the party spokesman on Europe. It would overrule the "automatic" trigger mechanism for Emu provided by the Maastricht treaty, and give the German parliament its own right to decide whether it believes the preconditions for Emu have been fulfilled.

The "second debate" at Emu certainly seems very similar in effect to the "opt-out" clause built into the treaty for Britain, although the intention may be to "opt in". It is something Mr Kohl seems certain to fight against. What he will have to accept is an instruction to report back to both the Bundestag, the lower house, and the Bundesrat, representing the 16 federal states, before Stage Three.

He will have to report both on how the economic preconditions for Emu have been fulfilled - whether, for example, Italy has satisfactorily reduced its state debt and budget deficit far enough to join - and on what further progress has been made to political union.

That much the Euro-enthusiasts seem to have won, while promising to ratify Maastricht in principle.

The greatest threat to Mr Kohl's position, however, comes from those German federalists who wish not to transfer all decision-making to Brussels, as the British might suspect, but to keep it all back in the Länder (states) in Germany. They are demanding fully-fledged changes in the constitution to give them control over any future moves to transfer more power to Brussels, or any other multi-lateral institution. They also want a seat in all EC negotiations on budgetary matters.

The prospect is regarded with horror by the likes of Mr Kötter. Far from imposing budget discipline on Brussels, he sees the diffusion of Germany's negotiating position as an invitation to profligacy. But if Mr Kohl wants ratification by the end of the year it is hard to see what he can do but compromise.

While this debate goes on back in Bonn, the European debate is moving forward into further potential quagmires. Mr Jacques Delors' budget proposals to finance ever greater "cohesion" in the poorest member states have for once united all parts of the German political spectrum in opposition. With the gigantic costs of German unification causing public spending to be cut no one wants to give new net transfers to the Community.

It is going to be a terrible year for Europe, according to one senior German official. "There are linkages on all sides. Our states want more powers for saying yes to Maastricht. But at least we can all agree on EC budget discipline. Then Spain may insist that it gets more money or it will block any moves to enlargement. That means blocking Sweden, or Austria - whose membership we are committed to support. But don't get us wrong. At the end of it all, we will still be good Europeans." At least in Bonn.

OBSERVER



"Tory central office sent us a letter asking if we want these bean bags?"

Elizabeth? If so, just get hold of the German tour-company Westernhans Ballena's brochure for holidays in Grand Canary. The numbers - all correct - appear inside although, in a clear breach of protocol, they are ranked lower in the list than numbers apt to be more immediately required by the company's average customer, such as those of the local German doctor and office of Lathansa.

On board

Good to see that GPA, Ireland's high-flying aircraft leasing company, seems to have come to its senses and realised that it cannot allow Maurice Foley, the 51-year-old president, to bail out of his executive duties only months after it comes to the stock market. If one is going to persuade the world's punters to back this high-risk enterprise, the least that can be expected is that key members of the management team are required to stay on board until the com-

Indecisive

Perhaps it is Sir David Walker's own uncertainty about his next career move that explains the apparent difficulty in filling the chairmanship of St. Britain's biggest venture capitalist. Then again, it may be that St. Britain's clearing bank owners can never agree among themselves.

Widespread governance, the delay in filling the post is rather odd since an in-bred organisation like St. Britain's needs a familiar face at the top in the run-up to its flotation. Sir John Cockney, who has been chairman since 1987, would be ideal, but he is stepping down, and the gossip is that the job is Sir David's... if he wants it.

If this really is the case then it is rather disturbing. Clearing bankers may believe that the Bank of England knows best when it comes to making these sorts of appointment but putting well-known mandarins in charge of City institutions has not always worked, witness Sir Eric Robinson's unhappy tenure at the top of Midland Bank. Much better to look outside the City and appoint an industrialist with a proven track record, such as Shell's Sir Peter Holmes.

Hot lines

Post... want to know the telephone numbers of George Bush, Helmut Kohl and François Mitterrand, not to mention the Pope and Queen

pany has proved that it can fly out of the recession. All it needs now is for Tony Ryan, GPA's exclusive founder, to put in an appearance at a press conference and GPA would have the makings of a hell normal stock market debut.

Utopia coined

More numbers from the Fancy Figures Department. DM, which a year ago brought the Birmingham Mint and makes about 600m coins a year, is a small player in the international mint league, although it has re-coined Lithuania.

Gary Allen, the chief executive, clearly sees EC monetary union as a Utopia where DM and all its counterparts are kept busy without competing with each other. In the EC, he says, there are about 160bn coins. "If we ever go to the cent that will keep our mint going, and every other mint, for 35 years."

Inflationary

Britain's Labour party may pretend that it is not going to screw the City, but Observer remains highly sceptical. Take yesterday's shadow Budget statement. Cost of the 12-page booklet plus a few tables is 25p. The government's equivalent 80-page Red Book costs £9.65 and for £30 you can take out a year's subscription to the Bank of England's very informative bulletin.

The young press officer at Labour's Watworth Road headquarters insists that the price is set by supply and demand. However, an old Labour hand tells me that one has to charge a lot, or people don't think it is a serious document....

Blarney

And as it's St. Patrick's Day, how do you get a group of Irishmen up on the roof? Tell them drinks are on the house.

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Size of majority		
CONSERVATIVE	Majority in seats	LABOUR
12/1	1-6	12/1
12/1	7-12	12/1
11/1	13-16	14/1
10/1	17-24	20/1
12/1	25-30	33/1
20/1	31-36	50/1
30/1	37-42	66/1
40/1	43-48	100/1

NO OVERALL MAJORITY - 4/5

To win most seats		
4/7 CONSERVATIVE	5/4 LABOUR	500/1 LIBERAL DEMOCRATS
0 500/1	16-20 7/2	36-40 10/1
1-5 50/1	21-25 2/1	41-45 20/1
6-10 12/1	26-30 2/1	46-50 33/1
11-15 8/1	31-35 5/1	51-55 100/1

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Just over a year ago, the thought of the Nikkei stock index dropping through the 30,000 level prompted panic among investors and emergency revisions to stock market rules by the authorities.

But yesterday an eerie silence met the Nikkei's return to its lowest level since February 1987. Investors had been expecting the bad news for so long that there was barely a ripple of reaction when it finally arrived.

Nevertheless, yesterday's event highlights a crucial change of sentiment in the Tokyo financial markets. Until the end of last year, there was considerable hope that the bear market in equities, which started in early 1990, might soon be ending.

Foreign investors certainly thought so — they bought record amounts of Japanese stocks last year, hoping to steal a march on cash-strapped Japanese institutions.

They were buoyed partly by a hope that all postwar Japanese bear markets, bar one, have lasted less than two

years. The one exception was the 1980s stock market crisis, when the markets had to be bailed out by the government.

However, since the beginning of 1992, many investors have given up hope that the current bear market will follow the normal postwar pattern. They have batten down the hatches for a long 1990s-style financial recession. As Mr Shiohichi Kawamoto, a fund manager at an investment management affiliate of Sumitomo Life, the life insurer, said yesterday: "The Nikkei may rebound above 20,000, but the overall downward trend is unchanged. Who will buy stocks from securities companies which are about to collapse?"

Such profound gloom has several causes. The immediate explanation is the aftermath of the financial explosion of the late 1980s, confidence-sapping political and financial scandals and the slowdown in the economy. Other causes lie just below the surface: among them the cumulative effect of financial deregulation on Japan's capital markets.

The deep gloom in the market will not lift overnight, probably even in a month or two. Yet, it is worth remembering

Stefan Wagstyl examines the implications of Tokyo's quiet stock market crash

Uneasy calm amid a gathering storm

ing that Japanese equities are shares in some of the world's most successful companies. Even as the country's financial markets labour in the darkness of recession, its laboratories and factories are busy laying the foundations for recovery from the current economic slowdown.

For now, however, there is an enormous overhang of overpriced assets bought during the bull market of the 1980s. In the stock market alone, the Nikkei index's 50 per cent plunge from its peak has wiped out ¥250,000m (¥1,000m) of asset values. Much more wealth has evaporated in the property market, where prices have fallen by up to 40 per cent in Tokyo and Osaka.

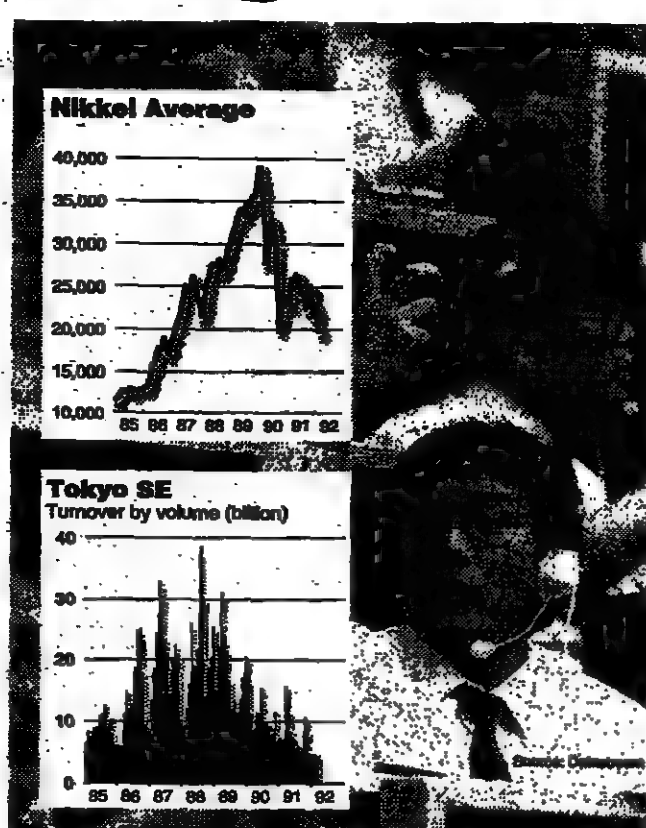
Some of the holders of these assets are under no pressure to sell — they and their bankers can afford to wait. But others will take advantage of even a modest rally to dump unwanted land and stocks.

The effect on securities brokers has been immediate. The slump in prices has depressed turnover and sparked disputes with clients. In the most recent example, Mr Masahiro Dozen, President of Daiwa Securities, last week resigned after disclosing a financial ¥1.8bn net loss for the year to March 31 following the settlement of arguments with investment clients. Nomura Securities, Nikko Securities and Yamaichi Securities, the other big brokerage groups, are this week expected to announce gloomy results.

The Big Four's reserves were bolstered by the bumper profits of the 1980s. But even they can withstand only a limited number of disputes of the kind suffered by Daiwa, which is writing off ¥72bn in extraordinary losses. Smaller companies are much worse off, some have already closed, or been swallowed by larger groups.

However, Japan can afford to lose some of its 250-odd trading companies without suffering serious damage to its capital markets.

The impact of the financial recession on banks is more serious. Banks are suffering because they own a portion of their stock portfolio as capital



for the purposes of capital adequacy ratios set by the Bank for International Settlements. With the Nikkei below 20,000, about half of the top 11 banks' ratios are below 8 per cent — the BIS's standard which comes into effect in 1993.

Moreover, banks have an extra burden in the form of bad and doubtful debts, mainly related to property loans of the late 1980s. The most problematic of these were routed through finance companies, Teikoku Databank, a credit research agency, estimates that about half of ¥70,000bn-¥80,000bn lent by finance companies for property investment could be bad.

Banks can minimise the eventual loss by selling land held as collateral. But this could take years. In the meantime, the loans stay on the books, eroding profits.

As Mr Harasawa explains, banks can respond by cutting asset growth, such as new

loans, and raising profitability by increasing lending margins. The big institutions will doubtless survive. The problems come with smaller lenders which can have their reserves eliminated by a single disaster.

Even if a few small banks go bust — and none has failed yet — bankers see little risk of failure in the banking system as a whole. But would-be borrowers are facing credit shortages as banks husband their resources.

This squeeze on credit is the main direct effect of the financial recession on the rest of the economy. Companies, which in the 1980s could raise equity-related capital at a net cost of below 1 per cent a year, and loan funds at below 4 per cent, now find equity-linked capital impossible to obtain and must pay 7 per cent and more for borrowed money.

How much this will constrain economic growth is difficult to judge. With companies now running down inventories

and postponing investments it could be next year before the effects emerge. But with the latest money supply figures (for January) showing a year-on-year growth of just 1.8 per cent, the potential exists for a credit shortage hurting a nascent future recovery.

The Bank of Japan is aware of the risk, not least because of the repeated demands from politicians and industrialists for interest rate cuts. A further cut of 0.5 percentage points to 4 per cent in the Official Discount Rate is widely expected. But the weakness of the yen, which is trading at about ¥184 to the US dollar compared with ¥125 at the end of 1991, could limit the central bank's scope for action. With long-term interest rates falling in the US and in Germany, a reduction in Japan could further depress the yen.

It would be wrong to exaggerate the weakness of the real economy. Private sector economists expect about 2-3 per cent next year, sluggish in comparison with late 1980's but respectable by standards of other industrialised economies.

Nevertheless, Japan faces some difficult challenges. On the political front, bribery scandals have disrupted the ruling Liberal Democratic party's efforts to secure the parliamentary passage of the budget and could fatally delay possible supplementary measures. Meanwhile, financial scandals, such as Daiwa's latest affair, postpone the recovery of confidence in the market. Equally significantly, the partial deregulation of interest rates and of foreign exchange controls has made the current bear market quite different from the past. Before, Japanese investors could not easily switch funds from equities to other instruments. Interest-bearing deposits often paid low rates. It was difficult for investors to put funds overseas. So, particularly for institutions, there was little choice but to sit out a bear market.

Today, liberalisation has removed many of the constraints. That is why Japanese investors are starting to demand higher profits and higher dividends from companies. Without an increased flow of income from their stocks they will have little reason to hold on to equities during a bear market.

Responding to demands for reform would require wholesale change from Japanese companies, which are accustomed to putting investment and sales above profits in importance and employees before shareholders. But the longer the bear market lasts, the greater will be the pressure for corporate reform.

A first shot in the parade ground

The creation of a Russian army poses difficult challenges for the CIS, writes John Lloyd

Russia is again to have an army. Leaving aside this century's Soviet interruption, it will lay claim to a tradition reckoned in military and patriotic circles as glorious, with centuries of imperial expansion and victories across much of Europe and in Germany, a tradition enshrined in its standards.

Through its army Russia was made into a vast multinational territory (the consequences of which are still returning to haunt the former imperialists); because of the army's defeat and virtual disintegration against the Germans in the first world war, the Bolsheviks seized and held power.

Little that is glorious from the past remains today, and the future holds little to be hoped for glorious prospects. The Soviet army — already de facto a Russian army, as Mr Sergei Shakhrai, the Russian deputy prime minister, noted yesterday, — is clearing out of the Caucasus under fire, leaving two wars behind it. It is still trooping back from eastern Europe, is soon due to leave the Baltics, and is in danger of being dragged into a further war in Moldova.

This is in part the motivation for the creation of a Russian military: to haul out Russian soldiers from areas of conflict over which their country can exercise no influence short of a massive intervention, which it will not undertake. The decree signed yesterday by Mr Boris Yeltsin, the Russian president on return from his holiday on the Black Sea has the virtue of bringing some clarity into the tangled military affairs of the Soviet Union, and hopefully begins a process of definition of military policy. However, it leaves many questions unanswered.

On the credit side, the formation of a Ministry of Defence with Mr Yeltsin at its head (his third job after those of president and prime minister) gives the Russian military a country to which to belong: the fiction of being an army for the Commonwealth of Independent States, when the CIS is clearly incapable of doing anything other than falling apart, was wearing thin. Further, by putting himself

at its head, Mr Yeltsin has established a civilian command of the military. It was stressed yesterday that this was temporary, and the longer-term dispute over civilian or military control of the army is only postponed. Certainly, the main civilian contender for the post, Mr Andrei Kokoshin, deputy head of the USA

Canada Institute, a Moscow think tank, still believes that his candidature remains active. He has gathered a team reckoned as impressive, including General Alexander Vladimirov, thought to be one of the foremost military strategists. But in the transitional period under presidential command, it is a good idea that the head of state supervises the difficult process of creation because of his popularity and authority.

Finally, the Russian parliament will at last have a say in military matters, since the draft law setting up the

Russia and the other states have not so far shown they can develop a Nato-type structure

defence ministry will soon come before the Russian deputies. The deputies have complained with increasing bitterness that while they pay the army's bills, they have no say in military dispositions. Now they can exercise their right of speech.

Yet, there has been no official word on the size of the force — though Colonel Alexei Tsaryov, head of the defence sub-committee of the Russian parliament, said recently that he thought 1.5m would be adequate. Will it be professional? Probably, though not immediately. Colonel Tsaryov's estimate was that it would take several years.

The timing of the announcement predates the meeting, in Kiev on Friday, of the CIS heads of state, at which the issue of the division of military forces and hardware will again be on the agenda. This is a bitter matter, especially as

regards the Black Sea fleet — part of the former Soviet navy, but based largely in Ukrainian ports. Marshal Yevgeny Shaposhnikov, commander-in-chief of the CIS armed forces, said in a TV interview yesterday that the fleet should stay under CIS command; while the Ukrainian government continues to insist that a sizeable part, perhaps as much as a third, be assigned to Ukraine.

It is not just Russia and the Ukraine which are at odds. Russia's relationship with the CIS is confused, and the announcement yesterday did not make it much clearer. Mr Shakhrai insisted that the creation of the defence ministry did not mean Russia was withdrawing from the CIS military structure; but if Russia is to form its own army, then it could reduce the CIS command to a formal organisation, with no effective command over anyone. Can Russia, and the other states which wish to retain some form of unified command, develop a Nato-type structure? So far they have not shown that they can.

One of the few, so far unchallenged, assumptions of post-Soviet military life is that Russia will, over the next two years, inherit all the Soviet strategic nuclear weapons. In the absence of a doctrine, however, there is as yet no agreement about whom the nuclear shield protects, and at whom the missiles are aimed. Further, the announcement comes as a new dispute arises between Russia and Ukraine over tactical weapons. Ukraine refuses to send any more back to Russia because it fears "instability" in the latter republic.

The stated aim of the Yeltsin government is to create a "normal" democratic republic from the ruins of the union: within that, to develop a military policy capable of defence but without aggressive designs on any other state or people. Russian, and Soviet, history is not replete with periods in which such intentions were carried through: now it might be possible, but only with vast changes, most of all in the psychology of a people more comprehensively militarised than any other on earth.

LETTERS

Very different set of views

From Mr M J Turner.
Sir, The outcome of your survey ("Business chiefs want decisive Tory win", March 16) is totally predictable. These are the people who can, and have, paid themselves grotesque salaries at massively reduced tax rates and whose houses have been reduced to insignificance via the poll tax.

You should try surveying the 30-person business, grappling with the uniform business rate, late payment of invoices by big companies, inflated interest from aggressive banks which seem to be just waiting to liquidate one, savage VAT penalties for mistakes and so on. You would, I think, get some very different views about the Tories' economic management.

M J Turner,
21 Lightbourne Avenue,
St Arnes on Sea,
Lancashire FY8 1SE

Aged travellers

From Mr G V Tew.
Sir, I have to commend the care and thought which has gone into the preparation of applications for bus passes in this area. Three places were provided for the insertion of the digits of my age.

Gerald Tew,
17 Crestway,
Roehampton, London SW15

Aid to Russia would be small price to pay

From Sir Bryan Cartledge.

Sir, Your editorial comment, "aiding while Russia burns" (March 10), badly needed to be made. As you were right to emphasise, the case for financial aid to the Russian government must now move beyond demonstrating the need for it into the less easily predictable territory of calculating the rapidly shrinking timescale within which it could be effective.

Your report, "St Petersburg sounds the alarm on wages" (March 11), graphically illustrated the speed with which inflationary pressures on the Yeltsin government are mounting. These will be supplemented in April by the impact of planned energy price increases, which are likely to result in closure for many industrial enterprises and a leap in unemployment.

The provision by the G7 nations of a \$5bn to \$6bn stabilisation fund to assist the Russian government to strengthen the rouble would not in itself guarantee a deceleration of the inflationary spiral or the defusing of the acute social tensions to which it, together with rising unemployment, will give rise. But it is the only resource, apart from humanitarian aid, at the west's disposal. It would stiffen the morale and the will of Mr Gaidar, Russian first deputy prime minister, and his colleagues, in

Where power lies in business

From Mr David Fifield.

Sir, I would like to add a few thoughts to Christopher Loren's article "Sum total adds up to more than figures" (March 6) and Peter McGreor's letter (March 9). One has to ask how accountants have achieved their power within the UK business world. This I believe can be traced to the importance of the stock market in corporate ownership, with power delegated to senior managers. The accountant in this scenario acts as a policeman working on behalf of the owners. Having realised this situation the accountants have then organised the best closed shop.

If we consider the long-term as practised in Germany and Japan we find ownership more closely involved in management and able to see financial conditions for itself. Under this arrangement creativity and evolutionary product design come to the fore. Interestingly, creativity as represented by intuition and measured by psychometric assessment is found more among scientists than accountants.

I write as one educated as a scientist who chose a business career, passed through business school and later looked after the financial affairs of a group of companies.

David Fifield,
Oaklands,
Weston Underwood,
Oxley,
Buckinghamshire MK46 5JS

Fax service
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UK's share of world trade in manufacturing is queried

From Mr Austin Mitchell.
Sir, Samuel Brittan tells us in his comments on the Budget ("Modesty in the wrong direction", March 11) that the UK share of "world trade in manufacturing, after decades of falling, has levelled off, or even slightly risen in the last nine years or so", and that "UK price and cost competitiveness, after a couple of years of deterioration, have now recovered to the mid-1980s level".

Table E1 of the February issue of the Monthly Review of External Trade Statistics shows that in the latest quarter for which volume figures are available, the UK share had fallen to an all-time low of 7.3 per cent, 11 per cent less than in 1982 and 8 per cent less than in 1983.

Table F3 shows that in the

same quarter our trade-weighted relative export unit values were a disastrous 11 per cent higher than the average for 1984-86, despite the huge reduction in profit margins and the very substantial reduction in the relative living standards of manual workers in the import-competing and export industries, manifest in the continuing inability of industry to retain skilled labour.

The postwar decline in the UK share of exports of manufacturing was reversed in 1971, following the realignments of 1967-69. It resumed after the Smithsonian agreement, but that was reversed again in 1975 and in 1977 following the devaluations of 1973-4 and 1976.

During the whole period an increase in relative export prices has, not surprisingly,

been consistently followed by a reduction in market share, and vice versa. The monetary and exchange rate policies of successive governments and their unwillingness to impose selective and penal controls in credit, ensured that sterling was less competitive when we joined the ERM even than in 1980-1981.

Relative export unit values were then 22 per cent higher than in October-December 1976, 14 per cent higher than in April-June 1979 and 36 per cent higher than in July-December 1973. Corresponding falls in market share have been 37 per cent, 19 per cent and 30 per cent.

There will, and indeed can, be no recovery while sterling remains overvalued within the ERM. No system of fixed

exchange rates can allocate resources efficiently in accordance with the law of comparative costs in international trade. Pricing our goods out of home and overseas markets does reduce the BOP, but, as we have seen in the Budget, that advantage has to be paid for many times over by higher taxation and/or borrowing.

Sadly, we are now entering an election campaign in which these real issues and problems can't be mentioned. Perhaps only the crisis which ensues afterwards will force overvaluation and unnecessarily high interests to the forefront and force an incoming government to act. If it doesn't, deflation will become a way of life.

Austin Mitchell,
House of Commons,
London, SW1A 0AA

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INTERNATIONAL COMPANIES AND FINANCE

Profits at Lafarge Coppée tumble 44% to FF1.2bn

By William Dawkins in Paris

LAFARGE Coppée, the world's leading construction materials group, yesterday announced a 44 per cent decline in annual profits, its first downturn for eight years.

Mr Bertrand Collomb, chairman, attributed the setback to the deep recession in the US construction industry, competition from allegedly dumped imports into Spain, and a collapse in plasterboard prices across Europe.

Group net profits fell from FF2.19bn (\$390m) in 1990 to FF1.2bn, on turnover down by 2.7 per cent to FF181.6bn. Adjusting for exchange-rate changes and acquisitions, sales fell by an underlying 4.6 per cent, said Mr Collomb. "Clearly, it has been a bad year," he said.

The chances of a recovery this year depended on a pick-up in the US and Canada, where Lafarge lost the equivalent of FF650m last year. Mr Collomb believed the US market touched bottom last year, with a 9 per cent decline in sales. However, Lafarge's order books there had not yet shown any real sign of a pick-up.

Spain added a FF240m loss, cut-price imports from Romania, Turkey and Tunisia, currently the subject of a European Commission anti-dumping investigation.

Meanwhile, Lafarge's plasterboard division, which accounts for 8 per cent of group sales, lost FF210m because of fierce price competition with Britain's BPB Industries - the European market leader - and Knauf of Germany. The trio hold more than 90 per cent of European plasterboard sales.

Mr Collomb estimated that French plasterboard prices fell 28 per cent last year, and that

the European plasterboard industry had around 20 per cent overcapacity, the equivalent of four or five years' growth. Lafarge Coppée would continue to defend its 28 per cent market share and believed that prices could recover this year.

However, sales and profits held up well in French and Moroccan cement sales, new materials - Lafarge's fastest growing business - and chemicals.

The group continued with acquisitions, spending FF1.9bn on eastern Europe, the Mediterranean and south-east Asia. This left debts slightly up, at FF1.1bn, where they represented 37 per cent of shareholders' funds by the end of year, against 33 per cent.

Gearing was "reasonable and prudent" and Lafarge planned to keep it at around that level for the foreseeable future.

Mr Eberhard Martin, chief executive, hinted in December that a capital increase might be implemented this year in line with the growth of the bank's business. Hypo-Bank has been expanding in east Germany, where it has 27 branches, and has just opened a subsidiary in Prague.

Part of last year's higher earnings are being used to increase the bank's provisions against uninsured Soviet debt. Cover is being raised from a quarter of its exposure of nearly DM600m to more than two-thirds. It is keeping the dividend unchanged at DM13 a share.

Generale Bank, Belgium's largest, is seeking a foreign acquisition, preferably in Germany, executive committee chairman Ferdinand Chaffart said. "We have a priority for acquisitions abroad - in the Netherlands, England and, above all, Germany," he said. "I consider an acquisition in Germany should be favoured, even if many people here would prefer an opening in the Netherlands." He said he would seek a capital increase if two investment opportunities arose at the same time.

Last year, the bank acquired majority stakes in French Banque Parisienne de Crédit

Hypo-Bank seeks extra DM910m in rights issue

By Andrew Fisher in Frankfurt

BAYERISCHE Hypothekendarlehenbank (Hypo-Bank) plans to raise around DM910m (\$545m) in the next few months, through a one-for-six rights issue, to help finance its expansion.

Like other German banks, the Munich-based institution experienced a big jump in profits last year. In the first 10 months, operating profits rose 24 per cent to DM1.1bn. Partial operating profits, which exclude trading on the bank's own account, were 11 per cent higher at DM972m.

The bank said the new shares would be offered at DM330 each, probably from the end of April, and would rank for the full 1992 dividend. Yesterday, Hypo-Bank's shares closed at DM343, down 10m.

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MTM shares see-saw on inquiry

By Richard Gourley in London

SHARES in MTM, the specialty chemicals company, swung wildly yesterday as the London Stock Exchange investigated circumstances surrounding the company's two recent profits warnings within six trading days.

As stock exchange officials interviewed analysts about announcements and briefings made to them by Mr Richard Lines, the company's chairman who resigned last week, the exchange refused to suspend MTM's shares.

It is understood that Robert Fleming, MTM's advisers, did not give the stock exchange adequate reason why the shares should be suspended.

MTM's shares closed 14p higher at 94p, after falling to 85p, barely one-fifth of their level before Mr Lines's warning on March 2 that disagreement with the auditors over accounting policy meant profits would be substantially lower than City expectations.

Fleming asked the exchange for the shares to be suspended before a second warning on March 9.

In this announcement, MTM admitted that there was a problem with trading profits and a disagreement over accounting.

MTM's non-executive directors said yesterday that final results, already postponed, might not be available as anticipated on March 31 because the auditor, Binder Hamlyn, was investigating the share price fall.

As MTM entered its third week of uncertainty, it emerged that Mr Lines knew nine months ago about the differences of opinion with his auditors.

Binder Hamlyn wrote to him about the matter in June last year.

Sources close to the company also said that last year MTM was involved in certain questionable transactions that now are receiving closer examination.

The accounting problem revolves around MTM's capitalisation of interest and develop-

ment during the start-up and construction of capital projects.

Binder Hamlyn is understood to be cracking down on this practice.

MTM could eventually report trading profits up to 40 per cent lower than the £23m pre-tax figure which the City had forecast just before the profits warning.

The stock exchange is reluctant to suspend a company's shares unless there are severe financial problems that threaten an orderly market in the shares or unless it is told that a Department of Trade and Industry or Serious Fraud Office investigation is to take place.

MoDo forced to slice payout

By John Burton in Stockholm

MODO, Sweden's third largest pulp and paper company, yesterday announced that profits after financial items dropped by 82 per cent to SKr221m (\$36.8m) for 1991. It plans to cut its dividend to SKr7 from SKr13.

The result was better than the MoDo's forecast of break-even for 1991. The company said it was too early to give a forecast for 1992.

Sales last year fell by 5.5 per cent to SKr17.4bn, as the recession and excess production capacity depressed pulp and paper prices.

Although pulp prices have started to rise, the outlook for price increases for fine paper, newsprint and magazine paper remains uncertain.

Operating profits dropped by 50 per cent to SKr969m. Although most of MoDo's divisions reported earnings close to 1990 results, the MoDo Paper group swung into a loss of SKr194m after a profit of SKr617m a year earlier.

MoDo also wrote off SKr145m against its operating result for the planned reduction of personnel this year, as part of a rationalisation programme.

MoDo intends to cut costs by 10 per cent in 1992.

SKr500m to SKr15bn by the end of 1993. This will include the elimination of 2,000 jobs.

Danish medical measuring equipment maker, Radiometer, has agreed to buy family-controlled laboratory equipment producer, Struers, for DKr55.5m (\$14.4m).

It said it had been looking for a strategic alliance after a fall in sales which left it with a DKr13m net loss in 1990-1991. The deficit came despite cost cuts and staff reductions. It forecast a DKr7m loss in 1991-1992 and a swing to a small profit the following year.

Group turnover in 1991 increased by 14 per cent to DM6.9bn. Although new order inflow was 8 per cent lower at DM6.5bn, Linde said there was an increase of 10 per cent to DM5.8bn when the plant division - which booked an unusually big DM1.1bn order in the previous year - was excluded.

The dividend is being maintained at DM15 a share, as indicated by Mr Hans Meinhardt, the chief executive, last November.

Freemius, the German pharmaceutical and medical products group, has acquired the fusion solutions, dialysis solutions, and irrigation solutions activities of BASF.

Freemius had group sales of DM1.2bn in 1991.

Linde beats trend with pre-tax rise

By Andrew Fisher

LINDE, the diversified German industrial company, managed to beat off the worst effects of the worldwide economic slowdown last year, with a 10 per cent rise in pre-tax profits to DM528m (\$156m).

Based in Wiesbaden, near Frankfurt, the company is the world's biggest producer of fork-lift trucks, having bought Lansing Bagnall of the UK four years ago. Its other activities include industrial gases, heavy plant manufacture, and refrigeration systems.

Group turnover in 1991 increased by 14 per cent to DM6.9bn. Although new order inflow was 8 per cent lower at DM6.5bn, Linde said there was an increase of 10 per cent to DM5.8bn when the plant division - which booked an unusually big DM1.1bn order in the previous year - was excluded.

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Wolters Kluwer net up 24%

By Ronald van de Krol in Amsterdam

WOLTERS Kluwer, the Dutch publisher, said net profit rose 24 per cent to F1214m (\$114m) in 1991. It forecast further increases in profit and turnover for 1992.

The company, one of the Netherlands' Big Three publishers, said yesterday it would raise its 1991 dividend to F11.16 a share from F11.00 in 1990.

Operating profit in 1991 increased by nearly 30 per cent to F1262m, on turnover up 17

per cent to F12.88bn. The company said two core business activities in particular - legal and medical publishing - saw the biggest gains in operating results.

Wolters Kluwer, which is also active in business, scientific and educational publishing, operates mainly in Europe and the US.

The 1991 results include F16m in after-tax extraordinary charges for reorganisations being carried out in the

UK and the Netherlands. In 1990, Wolters Kluwer incurred net extraordinary charges of F13m.

Wolters Kluwer repeated its previous medium-range forecast that turnover would reach F12.7bn in 1994, and that it would see at least 17 per cent annual growth in fully-diluted profit per share between now and then.

In 1991, net profit per share rose by 17 per cent to F13.46.

Fugro-McClelland in partial flotation

By Ronald van de Krol

FUGRO-McCLELLAND, the Dutch-based group of consultancy engineers, is to float roughly one-third of its shares on the Amsterdam Stock Exchange next month. It wants to raise up to F128m (\$68m) to finance a recent acquisition in the US and to fuel growth.

The company will offer 3.2m shares to the public, at between F137 and F140 each, with the final price to be announced on March 30.

Trading in the shares will begin on April 7, marking the first company flotation in Amsterdam so far this year. Of the shares on offer, 1.68m are existing shares held by several Dutch institutional investors and venture capital firms. The rest will be newly issued.

Fugro-McClelland, the product of a 1987 merger between Fugro of the Netherlands and McClelland Engineers of the

US, will use part of the proceeds to repay a F165m loan it took out in 1991 to finance half of its acquisition of John E. Chance, a US surveying company.

The consultancy group, with annual turnover of F1310m and a workforce of 2,200, is active in geo-technical and offshore services, surveying and environmental consulting. It has more than 100 offices in 30 countries.

"We have a priority for acquisitions abroad - in the Netherlands, England and, above all, Germany," he said. "I consider an acquisition in Germany should be favoured, even if many people here would prefer an opening in the Netherlands." He said he would seek a capital increase if two investment opportunities arose at the same time.

Last year, the bank acquired majority stakes in French Banque Parisienne de Crédit

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US\$200,000,000 2 1/4 per cent.
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US\$40,000,000 3 per cent.
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The Sumitomo Bank, Limited
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NOTICE TO THE HOLDERS OF

HANWA CO., LTD.
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Guaranteed Notes due 1993 with Warrants
and
HANWA CO., LTD.
US\$700,000,000 4 1/4 per cent.
Guaranteed Notes due 1993 with Warrants

Pursuant to the Terms and Conditions of the above Notes notice is hereby given that effective from 9th March, 1992 The Bank of Tokyo, Ltd. London Branch (one of the Paying Agents) is changing its address to:
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February 1992

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The undersigned arranged the private placement of these securities.

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4 1/2 per cent. Guaranteed Bonds due 1995
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Pursuant to Clause 4(A)(ii) and 4(C) of the Instrument dated 28th February, 1991 (the "Instrument") relating to the above-captioned Warrants (the "Warrants"), notice is hereby given as follows:

In accordance with the resolution of the Board of Directors of Autobacs Seven Co., Ltd. (the "Company") adopted at the meeting held on 5th December, 1991, the Company will make a free distribution of shares of its common stock (the "Shares") to its shareholders of record as of 31st March, 1992 by way of a stock split in the ratio of 0.2 Share for each Share held.

Consequently, the Subscription Price (as defined in the Instrument) of the Warrants will be adjusted, effective as of 1st April, 1992 (Japan time), in the manner as set forth below pursuant to Clause 3(i) of the Instrument:

Subscription Price before adjustment: Yen 10,677.50
Subscription Price after adjustment: Yen 8,897.50

The Daiwa Bank, Limited
on behalf of
AUTOBACS SEVEN CO., LTD.

17th March, 1992

Notice of Dividends in Shares and Subscription Price Adjustment

DAEWOO

Daewoo Corporation
U.S. \$150,000,000
5 1/2% Bonds due 1996 with Warrants

Notice is hereby given to the Warrant Holders of Daewoo Corporation that at a Meeting of the Board of Directors held on December 14, 1991, Daewoo Corporation resolved to declare dividends in Shares to the Shareholders registered as of 05:00 p.m. on December 31, 1991 in proportion of 0.05 Share per one Share and the payment of the dividends in Shares was approved by the Shareholders at the General Meeting of Shareholders held on February 28, 1992 and as a result of dividends in Shares the Subscription Price was decreased from Korean Won 17,790 to Korean Won 17,248 per Share effective retroactively January 1, 1992.

By: The Chase Manhattan Bank, N.A.
London, Principal Paying Agent
and Warrant Agent

March 17, 1992

CHASE

INTERNATIONAL COMPANIES AND FINANCE

Playmates profit turns turtle as sales dwindle

By Simon Davies in Hong Kong

DWINDLING sales of Teenage Mutant Ninja Turtles resulted in Hong Kong toy company Playmates International announcing a 27.5 per cent drop in 1991 earnings to HK\$881.6m (US\$114.5m) from HK\$1,220m in 1990.

But it remained the most profitable toy company in the world. The mutant turtles were the best-selling toy in the US last year, in their fifth year on the market, while Playmates' new "Water Babies Doll" became the number one baby doll in the US.

The company blamed an overall fall in sales on the "difficult overall retail climate". Playmates had announced an 8 per cent increase in profit for the interim stage, but the anticipated surge in Christmas sales failed to materialise.

The company said it took "a decision not to ship heavily during the fourth quarter, leaving retailers sold through and ready to reorder at the start of 1992". Operating profit was sharply lower, falling 31 per cent to HK\$117m, but the net profit figure was rescued by a

sharp reduction in overseas tax.

Analysts expressed concern that sales of the mutant plastic action figures had peaked and Playmates had failed to come up with a "hot" replacement. The much-vaunted "Toxic Crusaders" was a big disappointment, with the grotesque figures withdrawn within a year of their launch.

"The company has retained a cash chest of more than HK\$1.5bn to seek 'opportunities' in mergers, acquisitions as well as diversifications, but it has had difficulty locating suitable targets."

Playmates recommended a final dividend of 25 cents and a special cash dividend of 40 cents, making a total payout of 65 cents a share, compared with 65.5 cents in 1990 - adjusted for a bonus issue.

Mr Chan Tai Ho, chairman, described the outlook for 1992 as "satisfactory". With strong sales expected for product lines including a number of new lines based on television shows and films, including "The Addams Family".

Pacific Dunlop lags 22.5% at halfway

By Kevin Brown in Sydney

PACIFIC Dunlop, the diversified Australian manufacturing group, yesterday reported a 22.5 per cent cut in interim net profits to A\$106m (US\$79.8m) for the six months to the end of December. Turnover improved 14.5 per cent to A\$2.9bn.

Mr John Gough, chairman, said the result was a "satisfactory" outcome for the "very difficult" period. The result was in line with forecasts in the annual report.

Mr Gough said demand had been flat in all the group's main markets in Australia and New Zealand, and the impact of the recession had spread from consumer products to those associated with the construction and automotive industries.

The Petersville Sleigh foods subsidiary, acquired from the Adelaide Steamship group in September, had returned a "satisfactory" profit, he declared. Sales were slightly down on the comparable four months of the previous year.

Mr Gough said demand for consumer products was improving and some signs of recovery had been evident in the automotive replacement market. However, demand for industrial products continued to be depressed.

He added that an improved performance from the group's international businesses should lead to an improvement in profits for the second half, unless the Australian economy deteriorated further.

The group was expected to report lower profits for the full year, however, because of the slower-than-expected recovery of the Australian economy.

The directors declared an unchanged interim dividend of 10.5 cents per share, but it will be franked to 55 per cent, compared with 100 per cent in the previous first half.

Mr Gough said the reduction in franking was in line with advice to shareholders in the annual report that the company's franking capacity in the current year would be abnormally low.

This was because of the slow economic recovery, the increased dividend servicing requirement resulting from an A\$644m rights issue last year, and the minimal franking capacity contributed by Petersville Sleigh.

Spimaco plans share offer

THE Saudi Pharmaceutical Industries and Medical Appliances Corp (Spimaco) is to double its share capital to SR600m (\$160m), Reuters reports from Al-Khobar.

Mr Abdullah bin Abdel-Aziz Abdel-Kader, managing director, said that subscriptions would be invited for 2.5m new shares at a price yet to be set.

Another 500,000 shares, at a nominal value of SR100 each, would be offered as a bonus to existing shareholders on the basis of one-for-six.

The public offer by Arab-Malaysian Finance (AMF) for 10.7m MSA shares at M\$3 per share has been oversubscribed 9.25 times, Reuters reports from Kuala Lumpur.

A total of 90,142 applications for 109,67m shares were received, the issuing house MDP Consultancy and Corporate Services said.

Besides the public portion, AMF allocated 38.5m shares for sale to existing shareholders and 3.3m shares to its employees and workers of Arab-Malaysian Merchant Bank.

SIA searches for global 'open skies' policy

Paul Betts reports on an airline concerned at the bilateral system of air agreements

SINGAPORE Airlines (SIA), one of the airline industry's big success stories of the past 10 years, competing with British Airways for the title of the world's most profitable carrier, has launched a campaign for a global "open skies" policy to replace the existing regulatory system governing the international air transport industry.

The airline is worried its long-term expansion could be undermined unless the current bilateral system of international air agreements is replaced by a more liberal, multilateral approach to regulations.

The bilateral system dating back to the 1944 Chicago Convention has become "the biggest single barrier to airline stability and profitability", Mr Cheong Choong Kong, SIA's managing director, warned at two recent aviation conferences.

The airline's campaign also coincides with a meeting in Montreal early next month of the International Civil Aviation Conference (ICAO), the air transport arm of the United Nations, to discuss changing the present bilateral system and moving gradually to a more collective, multilateral system reflecting the increasingly global nature of air transport.

"The present bilateral system is outdated," Mr Michael Tan, SIA's deputy managing director, said in an interview in Singapore. "The current system is used to protect carriers rather than stimulate growth."

But he conceded that changing the system would be a long process. "What we are encouraging is that like-minded people and organisations can perhaps sign a mini agreement to act as a catalyst for future change," he said.

The issue is particularly important for SIA because the airline, lacking a domestic market base, has always had to compete internationally to grow. A dispute between the governments of Singapore and Canada over Ottawa's decision



Cheong Choong Kong (left), managing director and his deputy Michael Tan

to scrap the bilateral air service agreement between the two countries and stop SIA's first transatlantic service to Toronto this summer has further highlighted the problem for the airline.

The Canadian move is a vivid example of how governments protect weaker carriers to the detriment of consumers and the wider economy,

according to Mr Tan. He now hopes both North American and European Commission proposals to negotiate future air agreements as blocs will help forge a more liberal, multilateral system. But he is also worried the new North American and European blocs could become protectionist. This would probably force Asian countries to consider forming a retaliatory bloc of their own.

This would be as a last resort, added Mr Tan, who argued in favour of a system in which multilateral regulation would be intended only to ensure a "level playing field" and open market access to all airlines. With more and more airlines forging international

alliances including cross-border equity investments in other carriers, the structure of international aviation is rapidly changing and becoming more competitive.

SINGAPORE Airlines is to restructure its subsidiary Singapore Airport Terminal Services (SATS) to streamline its operations, Reuters reports from Singapore.

SIA said the restructuring, effective April 1, involves merging three SATS subsidiaries, SATS Airport Services (SAS), SATS Apron Services (Sapron) and SATS Passenger Services (SPS).

The businesses of Sapron and SPS will be transferred to SAS from April 1. Besides its cargo operations, SAS will take over the entire operations of Sapron and SPS. Sapron and SPS will be liquidated.

global making the old system of bilateral air agreements increasingly irrelevant, according to SIA.

The airline has been the first to establish what it calls a "tri-

lateral alliance" with 5 per cent cross equity investments with Delta in the US and Swissair in Europe. Although the three carriers continue to compete, they see their alliance as a partnership to improve efficiency and productivity and generate more revenue in the world market.

SIA is also keen to acquire a minority stake in Qantas as part of the Australian carrier's privatisation. "Australia is a very important market for SIA and Singapore is very important for Qantas as a hub and operational centre," Mr Tan explained. "There is a common desire to forge a link," he added.

SIA has no desire to manage Qantas but wants a seat on the Australian carrier's board. "We are a conservative company. Taking over airlines is not our business," Mr Tan emphasised. Mr Cheong recently told his staff that SIA's relationship with Qantas had been erratic in the past. "One reason why we wish to own part of Qantas is to remove the kinks in our relationship, making it more

predictable and conducive to planning," he said.

Like the rest of the airline industry, SIA has not escaped the slump caused by the Gulf conflict and the economic recession in several western markets. But it has fared better than most, with pre-tax profits 7 per cent lower at \$834.5m (US\$380m) for the first half of its current financial year ending this month.

"The Gulf war and the recession were blessings in disguise because they reminded us of our mortality," Mr Cheong told his staff at the beginning of this year.

Unlike many of its international competitors, SIA decided not to cancel or defer any of its outstanding aircraft orders. "We did not downsize the company; our mission is a long-term one and the airline has the strength to cope with ups and downs in between," Mr Tan said.

This confidence reflects the bullish outlook for the Asian-Pacific air travel market. "A great part of our capacity is deployed in Asia and we see the market going up 8 to 10 per cent in the next three years," Mr Tan said. SIA is developing new routes in the region and has just started flying again to Vietnam after a 17-year interruption. It is also about to start services to South Africa and to Madrid later this year.

But the airline's longer-term growth ambitions are now facing two significant obstacles. The first is the increasing congestion developing at important airports in the Asian region as well as in Europe and the US. To cope with this problem, SIA is one of the airlines actively discussing with Boeing and Airbus the possibility of developing an ultra large 600 seater aircraft by the turn of the century.

The second is the risk that instead of liberalising world air transport even further, the emerging new international trade and economic blocs will increase protectionism. Nothing could be worse for SIA.

Restructuring lifts Elron Electronic

By Hugh Carnegie in Jerusalem

ELRON Electronic Industries, which groups several leading Israeli high-technology companies, announced net profits for 1991 of \$20.3m, up almost threefold from \$7m the previous year, due mainly to one-time gains from a restructuring of its holdings.

The sale on the New York over-the-counter market of more than 10 per cent of Elbit, its principal affiliate, was chiefly responsible for a contribution of \$11.8m to total revenues of \$27m made by sales of stock in group companies.

The sale reduced Elron's holding in Elbit, which makes military electronics and computer-based medical imaging equipment, to 44.3 per cent from 55 per cent.

Elron, established in the 1960s, has a record as a pioneer among Israeli private sector companies in both military and civilian high-technology prod-

ucts, with the vast majority of sales outside Israel. Itself quoted on Nasdaq, Elron's main companies, Elbit, Elscint, Fibronics and Optrotech are also quoted on New York markets.

Combined sales by Elron companies reached \$55m in 1991, compared with \$32m in 1990.

Elbit and Elscint were the best performers, while Optrotech and Fibronics, in the printed circuit board and fibre-optics markets, respectively, suffered recession for lower sales and lower margins.

During 1991, Elron paid down its debt to zero. It was also due yesterday to complete a stock placement with Israeli institutions to raise more than \$20m with a view to financing further expansion.

Net earnings per share in 1991 came to \$1.36, against 48 cents in 1990.

Schroders Asia sued over Paladin's NZE takeover

By Simon Davies

SCHRODERS Asia, the Hong Kong merchant bank 75 per cent owned by Schroder of the UK, has become the first financial adviser in Hong Kong to face major legal proceedings for alleged negligence.

Paladin, a Hong Kong investment company, served a writ against Schroders Asia yesterday, claiming damages of HK\$100.6m (US\$13m) as a result of the merchant bank's role as adviser to its previous directors and independent committee on the acquisition of New Zealand Equities (NZE).

The New Zealand-listed company went into receivership in February 1990, seven months after Schroders' recommendation was given.

Ms Lilian Oung, Paladin chairman, said yesterday: "Paladin's legal advisers, in consultation with both Hong Kong and leading London counsel, have stated that they were quite satisfied that Schroders Asia has been grossly negligent in discharging its duties

which has caused Paladin substantial loss and damage."

A Schroders Asia source said the company was "relaxed" about the accusations and would "vigorously" defend its position.

The successful takeover of NZE led to a bitterly-contested battle for control of Paladin, eventually won by a minority shareholder group controlled by the Taiwanese Oung family.

A number of former directors of Paladin were subsequently publicly censured and Schroders has been threatened with legal action a number of times, for its part in the NZE transaction. However, the Oung family has subsequently had its own difficulties.

Paladin's former chairman, Mr James Oung, faced forged charges by Taiwan last year. While the Hong Kong regulators blocked a HK\$335m share issue by Paladin, due to concerns over the "adequacy of information" on its proposals.

Nippon Mortgage debt plan

SUMITOMO Trust & Banking, a leading Japanese trust bank, will assist in the restructuring of debt-laden Japanese non-bank financial institution Nippon Mortgage, starting on April 1, Reuters reports from Tokyo.

Nippon Mortgage has debts of about ¥630bn (\$4.85bn) and is behind in interest payments on about 40 per cent of those. Sumitomo Trust said. The plan involves Nippon Mortgage paying back ¥200bn to its creditors by selling ¥430bn of assets, mainly in property and securities.

It will also ask its creditors to delay loan repayment and reduce interest.

There are 69 financial institutions which have extended loans to Nippon Mortgage. Sumitomo Trust, Nippon Mortgage's main creditor, now extends it loans worth ¥110bn.

The restructuring also calls for Sumitomo Trust to extend all necessary funds to Nippon Mortgage from April 1. The trust bank expects to lend about ¥28bn in 1991-92.

Sumitomo Trust will also send seven officials to Nippon Mortgage, of whom three will become directors after an extraordinary shareholders' meeting this month. Mr Hidemori Ikenoshita, one of three former Sumitomo Trust officials already working at Nip-

pon Mortgage, was appointed president on March 10.

Nippon Mortgage mainly extends housing loans and loans guaranteed by real estate, but has no overseas operations.

Japanese non-banks are financial institutions which offer loans but do not accept deposits. They rely on banks for over 80 per cent of their funds to finance their own lending, analysts said.

Some Japanese non-bank financial institutions are facing a rough road after adventurous lending in the 1980s left them saddled with bad property loans and real estate firm bankruptcies.

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PARTICIPATING SHARES SERIES A****NOTICE OF ANNUAL GENERAL MEETING**

The holders of Participating Shares and Participating shares series A of RHONE-POULENC SA are hereby notified that the Annual General Meeting of the holders of such Shares will be held on April 13, 1992 at:

- 10:30 am for holders of Participating Shares ; and
- 11:00 am for holders of Participating Shares Series A

at the registered office of RHONE-POULENC SA, 25 Quai Paul Doumer in COURBEVOIE (Hauts de Seine), France, for the following purposes:

- presentation of the management report of the Board of Directors on the situation and the activity of RHONE-POULENC SA during the fiscal year 1991 ;
- presentation of the reports of the auditors :
 - on the annual financial statements and the consolidated financial statements for the fiscal year 1991
 - on the elements serving as the basis for the determination of the annual payments on the Participating Shares and the Participating Shares Series A.

In order to be admitted to or to be represented at the Annual General Meetings, the holders of shares in registered form must be inscribed in the register held by SOCIÉTÉ GÉNÉRALE, acting in the capacity of agent, at least five days before the date fixed for the Annual General Meetings.

The holders of Shares in bearer form must deposit, within the same time period, a receipt of deposit obtained from any bank, financial establishment, or stockbroker.

The access cards permitting attendance at these Annual General Meetings or the proxies for the purpose of being represented at these Meetings will be delivered to holders of Shares who request them.

The documents which have to be communicated at the Annual General Meetings, will be placed at the disposition of the holders of Shares in accordance with legal requirements.

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Pursuant to Note conditions, notice is hereby given that for the interest period 17th March, 1992 to 17th September, 1992 (184 days), an interest rate of 5 1/4 per cent, per annum, will apply (minimum rate conditions). Amount per coupon (No. 14) = US\$268.33 Payable on the 17th September, 1992



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To the Holders of
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Pursuant to the Indenture dated
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stated as of June 15, 1990, between
the Issuer and State Street Bank
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notice is hereby given that for the
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rates applicable to the Secured
Senior Floating Rate Notes and
Secured Senior Subordinated
Floating Rate Notes are 4.73750%
and 5.18750%, respectively.

INTERNATIONAL COMPANIES AND FINANCE**Vote starts
to change
Equitable
Life status**

By Nikkil Talt in New York

THE formidable task of "demutualising" the Equitable Life Assurance Society, the large US insurer, has got under way with the mailing of 2.2m ballots to eligible policyholders.

Two-thirds of policyholders voting must be in favour for the "demutualisation" plan - that is, a scheme which will turn the company from one belonging to policyholders to one owned by shareholders - to go ahead. The vote is scheduled for May 6.

A hearing by the New York Insurance Department has also been arranged for April 21; approval by the New York Superintendent of Insurance is a further pre-condition to the move.

The Equitable has been struggling financially following over-aggressive expansion in the 1980s and heavy exposure to junk bonds and property-related investments.

Last year, Axa, the French insurance company, provided a much-needed \$1bn capital infusion which will convert into an equity stake of between 40 and 49 per cent when demutualisation occurs.

The demutualisation scheme will allocate ordinary shares among Equitable's policyholders, and is being combined with an initial public offering, which will involve selling shares to outside investors.

The offering must raise at least \$300m. Part of this money will go towards providing alternative cash payments or policy benefits to policyholders receiving a small number of shares under the demutualisation scheme; up to \$220m may be used to pay operating expenses and dividends; the rest will be added to Equitable's capital.

In the demutualisation documents, Equitable revealed that individual insurance and annuity policy surrenders and withdrawals increased by 83 per cent to \$1.88bn in the first nine months of 1991 over the comparable 1990 figure.

It also says that equity real estate and below investment grade debt and equity interests comprised 12.6 per cent and 14.2 per cent respectively of the \$41.2bn general account and GIC segment investment portfolio.

**Nike posts
strong advance**

NIKE, the US sport shoes group, yesterday reported strong international sales growth and an advance in profits for the third quarter. Reuter reports.

The company said worldwide orders for its athletic footwear and apparel scheduled for delivery between March and July 1992 was about \$1.4bn, up 15 per cent over the same period a year earlier.

In the third quarter, the group lifted net earnings to \$82.5m from \$70.7m the previous year which took earnings per share for the period to \$1.03, against 93 cents. Revenues advanced to \$867m from \$802.2m.

Nike said it expected to achieve higher earnings in its fourth fiscal quarter ending May 31. In the same period of 1991, the group earned 76 cents a share, down from 69 cents.

Mr Philip Knight, chairman, said the company's strong international growth was highlighted in Germany, where it posted a 59 per cent rise in sales and moved it to the number two sales spot in that country for the first time, ahead of Puma, and gaining ground on its rival, Adidas.

Eaton faces a challenging drive

By Kevin Done, Motor Industry Correspondent

LAST Friday, Mr Robert Eaton was extolling the long-term nature of General Motors' commitment to Hungary as he drove the first Hungarian-built car of modern times off the assembly line at GM's new car assembly plant in western Hungary.

After 29 years, his own commitment to GM had only hours left to run, however.

Having taken his leave of Mr Jozsef Antall, the Hungarian prime minister, Mr Eaton rapidly changed aircraft, changed scenes and changed companies.

By yesterday he was in Detroit to be presented to the world as the chairman-elect of Chrysler, the smallest of the big three US car makers.

The Chrysler board's choice of Mr Eaton was "a sensational decision," said Mr Lee Iacocca, chairman since 1979 and not a man to shrink from hyperbole. "Bob Eaton has impeccable credentials and an incredibly successful track record at General Motors."

But Mr Eaton, who becomes vice-chairman and chief operating officer of Chrysler with immediate effect and chairman

and chief executive officer from the end of the year, has seldom taken a greater risk.

As president of GM Europe, Mr Eaton, 53, led probably the most profitable volume car maker in Europe last year. He is giving that up in favour of taking sole charge of a corporation which last year suffered a net loss of \$765m on a turnover of \$39.4bn, and whose senior management is nursing several badly-bruised egos after being overlooked in the hunt for a new chairman.

Mr Eaton had the good fortune to take over as president of GM Europe when the operation was riding a wave of unprecedented financial success.

For years GM had been the poor relation of Ford in Europe, racking up heavy losses. The corner was turned in 1987, however, when GM Europe jumped to a net profit of \$1.3bn from a net loss of \$43m a year earlier.

Mr Eaton's success has been to keep GM Europe on course, and the figures have clearly not been lost on Chrysler. He

became GM Europe president in mid-1988 and in the three years 1988-91, under his sole charge, the operations accumulated a total net profit of \$5.5bn.

To a Detroit awash in red ink, such a performance excused Mr Iacocca's hyperbole, particularly when it has been achieved in four years when Ford of Europe has lagged from record profits to record losses.

Mr Eaton came to Europe as one of GM's most accomplished engineers and since 1982 had been vice-president of the Advanced Engineering Staff. Throughout the 1970s he was in the forefront of GM's efforts to "down-scale" its products in response to successive oil crises, and for a period he was chief engineer for GM's small car project, the Chevrolet Engineering Centre.

In Europe, his broader management skills blossomed. He led one of the best-motivated senior management teams in the European car industry from GM's tightly-run headquarters in Zurich, and in the past three years has proved

himself to be a formidable deal-maker.

Caught napping by Ford in 1989 in the battle to take control of Jaguar, the UK luxury car maker, Mr Eaton turned the tables only months later by stealing Saab, the Swedish executive car maker, from under the noses of Fiat of Italy. It was also fitting that Eaton's last act for GM was to drive the first Opel Astra off the new assembly line in Hungary last Friday. He has been the architect of GM's ambitious expansion in eastern Europe with important projects in eastern Germany and Poland as well as in Hungary.

He has led GM Europe's efforts to increase its capacity by 25 per cent by the mid-1990s. It has kept the company's vital new product programme on track, most recently with the launch of the new generation Opel/Vauxhall Astra.

In Europe, he has undoubtedly enjoyed a following wind, but at Chrysler he will have to prove that he can hold the helm through much stormier conditions.

Investcorp leads \$450m bid for Circle K

By Karen Zagor in New York

INVESTCORP, the international bank formed in 1982 as a conduit for Arab money into western industry, is leading a group of investors in a \$450m bid to acquire Circle K, the second biggest US convenience store chain. The chain has been operating under bankruptcy protection since 1990.

Investcorp has invested in several other US retail ventures including Saks Fifth Avenue and Tiffany's.

Under the terms of a reorganisation plan, filed by Circle K in the US bankruptcy court on Friday, Investcorp and its associated investors have agreed to pay \$425m in cash,

and an additional \$30m after the deal has been closed.

Some liabilities would also be assumed by the investors, including Spain's Corporacion CNL and the US property developers RAK Development.

All Circle K's common and preferred stock would be cancelled and new shares of common stock would be issued by the purchaser.

Under the plan, the net acquisition proceeds will be shared among the remaining creditors based on the priority of their claims.

Mr Bart Brown, Circle K chairman, said the plan had two primary advantages.

"First, it would provide our creditor groups with substantial value, in cash; and second, it would enable the company to continue as a vigorous competitor in the convenience store industry."

Circle K ran into trouble in the 1980s after it took on \$1.1bn of debt during a six-year expansion programme aimed at quadrupling its store base to more than 4,000. The company was also hit by strong competition from petrol companies which installed convenience stores at their outlets.

In December, Circle K put forward a business plan which included cutting its store base

to 2,300 from 3,776 and withdrawing from 14 of the 33 states where it has operations.

Mr John Antikarov, the company's recently-appointed president, said: "We are continuing to take new steps to streamlining operations, revamp and remodel facilities and remake Circle K into a leaner, more efficient, more profitable company with excellent prospects and enhanced opportunities for employees in the future."

The reorganisation plan is subject to acceptance by creditors and equity holders, confirmation under the bankruptcy code and consummation of the stock purchase agreement.

**Eastman Kodak sees
'difficult' first quarter**

EASTMAN Kodak, the US photographic group, said it did not expect a rebound in business during the first quarter of this year. Reuter reports.

In the annual report, Mr Kay Whitmore, company chairman, said the first quarter "will be a difficult one for the company".

He said any improvement in the US economy and in Europe would not be perceptible until the second half of 1992.

The company said sales in its imaging division during January and February were slightly lower than in the comparable period a year ago. Sales in the information division were down on last year while those in chemicals were level with those posted in

the early months of last year. In the health division, good sales gains had been recorded, the company said.

For the year as a whole, Kodak said it saw "moderately higher sales and good gains" in earnings.

Mr Whitmore said that recovery in the company results would be more gradual than abrupt.

"Beyond this year, recovery in our business results should be more pronounced," he said, with rates of return "superior to those of our peers".

Kodak recently announced a new group of improved Kodak Gold Plus colour negative film for consumers, and plans to launch a new Photo CD system this summer.

**Hachette and Rizzoli to
end collaboration deal**

By Alice Rawsthorn in Paris

TWO of the most powerful publishers in European publishing, Hachette of France and Rizzoli of Italy, are to end their five-year-old collaborative agreement.

Hachette, which owns the worldwide rights to Elle magazine and was recently hit by the collapse of La Cinq, the French television station that it controlled, announced several months ago it was considering ending its involvement with Rizzoli.

The Italian group, which publishes Corriere della Sera, one of Italy's leading newspapers, has decided to end the involvement, too. This will involve a share swap - Hachette owns 8.1 per cent of Rizzoli which, in turn, holds 9.2 per cent of the French company's press subsidiary - and some form of cash payment to Hachette.

The move comes as Hachette, still scarred by the La Cinq debacle, is embroiled in an elaborate plan to merge with Matra, the French electronics and transport group, also owned and managed by the Lagardère family. Both companies are chaired by Mr Jean-Luc Lagardère who announced the proposed merger earlier this year.

Hachette and Rizzoli may also review their joint holdings in several other titles.

**Tenneco creates position
of chief operating officer**

By Our New York Staff

TENNECO, the US conglomerate in the throes of a restructuring, yesterday named Mr Dean Walsh, 56, as chief operating officer, a new position at the company.

Mr Walsh, formerly executive vice-president and director of International Paper, will have primary responsibility for Tenneco's operating divisions.

He will be named president in addition to his chief operating officer in May, when Mr Michael Walsh, the group's recently-appointed chief executive, becomes Tenneco's chairman.

Mr Walsh said Mr Mead "will play an important role in moving Tenneco towards our goal of consistent profitability and growth."

In addition to his 14 years at International Paper, Mr Mead was a professor of social sciences at West Point, the US military academy, from 1974 to 1978. From 1972 to 1974 he was deputy director of domestic council in Mr Richard Nixon's administration.

Mr Mead's appointment is part of a programme of change at the company since Mr Walsh took the helm last autumn.

There is considerable pressure on Mr Walsh to turn round Tenneco's lacklustre performance of the past few years - including severe losses at its J.I. Case agricultural and construction equipment business.

Notice to the holders of the outstanding ECU 46,131,800, 9 per cent Bonds due 2020 ("the Bonds") of Euramagro N.V.

Formal notice is hereby given to the holders of the Bonds pursuant to their Terms and Conditions that a meeting will be held on April 8, 1992 at 15.30 p.m. in Curaçao, Netherlands Antilles at the offices of the Company at 58A De Ruyterkade, Curaçao, Netherlands Antilles.

A partial early redemption of the Bonds will be proposed at the meeting.

In order to take part in the meeting, either personally or by proxy, the holders of Bonds are required to deposit their bonds at least 10 business days prior to the meeting at the registered office of Euramagro N.V., at the offices of the Paying Agent or at any Bank.

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Average rate of exchange for 1991:
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UK COMPANY NEWS

Pay-out held as IMI falls to £73m

By Paul Cheeseright, Midlands Correspondent

PRE-TAX PROFITS at IMI, one of the largest of the UK's international engineering groups, last year fell by more than a third to 1986 levels as recession caught hold of its titanium business.

The outcome for the year to end-December was £73.5m, compared with £115.1m in 1990, making the second successive year of decline. Nonetheless, the board remained comfortable about the resilience of other parts of the group and recommended maintaining the dividend at 1990 levels. There is a proposed final of 5.8p, bringing total payments for the year to a same-as-1990 10p.

By contrast with Glynwed, the last leading engineering group to maintain its dividend in the face of a sharp profits fall, the payments are amply covered by earnings of 15p per share, against 23p last time.

The figures were in line with expectations, and the share price drifted with the market to close at 243p.

"It was a tough year in many of the markets in which we operate," said Mr Gary Allen, chief executive.

In the coming year, IMI will depend more on the rationalisation and cost cuts it has made in the group to bring through higher profits than any economic changes.

"It is difficult to see any significant upward trend in most of the markets we serve," said Sir Eric Pountney, chairman.

IMI does not see much improvement in the UK economy until the last quarter, but will continue to invest, with capital spending exceeding the £50m spent in 1991.

Last year the titanium part of the group's refined and wrought metals business faced the toughest conditions as prices and volume dropped by up to 30 per cent.

As demand in the aviation industry slid away, the group's customers cut back their stocks and competitors dropped their prices. The group also lowered its prices to keep its share of the market, but nonetheless the metals business incurred a trading loss of £2m compared with a trading profit of £23.4m.

Although IMI found the UK market, which accounts for 42 per cent of total group sales, difficult, its overall performance has been boosted by its companies in the US. The strength of the German market has also helped the building products division.

COMMENT
If it had not been for titanium, IMI would have looked in very good shape at the last year.

Divestment of computer side planned

IMI, which last December expanded its information technology interests with the £15m acquisition of Redwood International, is planning to float its computer servicing interests in about three years time, writes Paul Cheeseright.

It is also likely, when property markets have strengthened, to seek outside investors for its property interests, grouped together under the title of Holford Estates.

Mr Gary Allen, chief executive, acknowledged yesterday that these two arms "don't seem to fit well" with the rest of IMI's businesses.

The aim is to build up IMI Computing until it has turnover of about £200m a year before the flotation. This suggests further acquisitions. Buying Redwood doubled the size of turnover to about £60m.

The same approach will be adopted with Holford Estates, which has been developing business parks on industrial land surplus to IMI's requirements. "We need to build it up to a critical mass where it can attract outside investors," Mr Allen said.

IMI has five main operating divisions - building products, drink dispensing equipment, fluid power, special engineering and metals. But the metals business is being re-organised with the copper interests going into building products, and titanium into special engineering.

Outside the metals business, its sales were slightly up, and not many engineering groups could have said that in 1991. It is protected from recession to some extent by the wide variety of its products and its markets. The only snag is that, on its own account, the market prospects for 1992 are not bright. So an increase in 1992 profits is going to depend

a great deal on the benefits obtained from rationalisation already undertaken. It is realistic to look for 1992 pre-tax profits somewhere between £65m and £90m, which could give earnings per share of about 18p and put the shares on a prospective p/e of 13.5, with a much sharper increase in 1993 when the economic cycle swings IMI's way.

Christies cuts dividend as profits slump

By Maggie Urry

CHRISTIES International, the auctioneer, slashed its final dividend after pre-tax profits fell from £43.1m to £5.4m in 1991.

The shares fell 12p to 115p. The final dividend is set at 1p, down from 6p, to give a total of 3.3p (8.3p). Even so it was not covered by earnings per share of 2.12p (14.43p).

Christies had to extract £2.1m from reserves (retained profit of £18.5m) to help meet the dividend cost.

The group said the dividend payment "should be the base for dividends for the future". The dividend had risen sharply in the late 1980s when the art market saw a series of high-priced sales - such as Van Gogh's Sunflowers - and the group's pre-tax profits reached £66.9m in 1989.

Mr Christopher Davidge, managing director, said that Christies planned to revert to a one third/two thirds split between the interim and final dividend.

Mr Davidge said he thought the art market had now bottomed out. Pre-tax profits in the second half were £3.4m compared to £3.1m in the second half of 1990 and £3m in the first half of 1991.

Christies' share of the market, which it splits with Sotheby's, had risen to 48 per cent, its highest level since the mid-1980s. Mr Davidge said that traditionally Christies did better under Labour governments than Conservative ones.

He said that a sale next month, when Hans Holbein's A Lady with a Squirrel and a Starling is to be auctioned with paintings by Rembrandt, Canaletto and others, was important for the first half of the current year.

Sales in 1991 totalled £583m, slightly over half the £1.11bn of 1990, and group turnover fell by 38 per cent to £102.7m (£168.3m).

Mr Davidge said that the drop was mainly the result of falling sales of impressionist and contemporary pictures. These had made up 44 per cent of sales in 1990 but only 19 per cent in 1991. Other areas, such as old masters, prints and drawings, furniture, silver and books, had shown "healthy increases in sales".

Costs had been cut too, with auction and print costs down 27 per cent to £24m and administrative expenses down 17 per cent to £37.2m.

Interest receivable fell from £7.9m to £4.8m, as the group's cash balances were run down, from £59.8m to £9.1m. The cash inflow was insufficient to cover the outflow for tax, dividends, capital expenditure and working capital.

See Lex

Improved engineering outcome pegs decline at Delta to 24%

By Jane Fuller

A STRONG performance from its engineering division helped to offset the impact of weak prices on electrical cables at Delta, leaving pre-tax profit 24 per cent down from 1991 to £56.8m in 1991. Turnover fell to £774m, against £793.6m.

Mr Robert Easton, chief executive, said the main damage was caused by pressure on prices in the UK power cables market as the privatised electricity companies husbanded their cash and as European competition intensified.

Operating profit in the cables division came out at £15.1m, less than half the comparable £31m, on sales of £279.4m (£307.2m).

Engineering, on the other hand, advanced to £22.4m (£19.5m) on £295.1m (£278.6m) turnover. Demand for plumbing products and gas controls was particularly strong in Germany and Spain.

Sites were still being closed, but one positive move was the switching of the production of fire-fighting valves from Germany to the UK, "where costs are much lower. It's much more efficient to manufacture in Walsall than Frankfurt," Mr Easton said.

Industrial services were affected by the downturn in Australia and rationalisation efforts. Profit fell to £19.5m (£24.1m).

Circuit protection suffered from destocking, reflected in profit down by nearly £4m to £13.7m. Some cushioning was provided by the Malaysian business and recovery in exports to the Middle East.

Delta took the cost of redundancies and closures above the line and did not quantify them.



Getting to grips with the US: Robert Easton

Mr Easton said more than 3,500 people had left the group since 1989. The process was expected to moderate this year.

The group ended the year with a net debt of £40.7m (£41.2m) for gearing of 13 per cent. There was ample borrowing capacity to make acquisitions, Mr Easton said. In the US, he wanted the group to grow to five times its present sales of £48m by the mid-1990s. Earnings per share fell to 26p (25.7p). A maintained final dividend of 8.8p makes an unchanged total of 14p.

COMMENT
Mr Easton is perhaps the first industrialist to describe the recession as history, especially when his company is still being affected by it. His equanimity is to some extent justified by the resilience Delta has

shown. In spite of its 50 per cent exposure to the UK, earnings per share have fallen by less than 24 per cent since the 1989 peak. The benefit of prompt cost cuts and a tempering of the reorganisation bill this year should restore profit growth, although cables markets are likely to remain difficult. Indeed the collapse in cables profits from £10.7m to £1.4m between the first and second halves was the most disappointing aspect of the figures. A pre-tax forecast of £70m-£75m this year gives a prospective p/e of about 14 on yesterday's close of 445p. Its track record, strong balance sheet and comfortable dividend cover has earned a small premium to the market. Although there is little scope for short-term progress, the shares remain worth holding.

Publishing performance gives BPP lift to £6.4m

By Roland Rude

BPP HOLDINGS, the financial training and publishing group, announced pre-tax profits 23 per cent ahead, up from £5.19m to £6.39m, for the 1991 year.

A strong performance from publishing offset a fall in profits from training and language courses. These were hit by lower recruitment of chartered accountants and the Gulf war.

Mr Richard Price, chairman, said: "We like to think we are a good each way bet for the general election. If the Conservatives win it will be good for the underlying strength of the economy, while if Labour wins it will be good for training."

Earnings per share increased to 17.3p (15.7p) as sales rose to £42.4m (£36.7m). An increased final dividend of 4.5p lifts the total to 8.8p (8.3p).

There was an extraordinary

charge of £202,000 to cover the costs of closing BPP Management Education and the unsuccessful legal action to lift an injunction preventing the group from bidding for DC Gardner.

In May the group raised £13.3m by way of a rights issue, used to acquire Letts Educational, a publisher of home-study books for school examinations, for £3.7m, and the purchase of 75 per cent of Melrose, a publisher of video-based training packages, for £5.7m. The group now has net cash of £5.2m and is looking at various publishing companies to buy.

The publishing activities all did well, benefiting from the rise in numbers of college students, and increased profits to £1.96m (£1.97m).

Medeva pays £9.3m for two hepatitis B products

By Richard Gourlay

MEDEVA, UK pharmaceuticals group, has bought worldwide rights to two hepatitis B products for about £9.3m.

Mr Ian Gowie-Smith, managing director, said the acquisitions continued the programme of acquiring and developing pharmaceutical products with a short lead-time before they could be put on the market.

Medeva is paying \$510m (£3.86m) immediately to Splice and GA Investments.

The balance is dependent on successful completion of further development work and reaching some registration milestones in European countries.

One product is a vaccine for the prevention of hepatitis B. It is in late-stage clinical development and the early phases of

regulatory approval. Current estimates of the size of the market for this product are £150m.

The other product is a treatment for chronic hepatitis B virus. This is in early clinical development and will reach the market in five years.

Medeva said it would probably seek a partner to develop the second treatment.

Meanwhile, Mr Bernard Taylor, executive chairman, said the company's unbranded generic businesses were for sale, adds Paul Abraham.

These include a small part of the Evans Evans acquisition in January 1990, and Thomas Kerfoot which Medeva bought for £10m in September 1990. Mr Taylor said the businesses were holding their own.

Interest rise and strong wholesale broking help push MAI ahead 2%

By Angus Foster

MAI, the broking, financial services and information group, yesterday announced pre-tax profits up 2 per cent after a strong performance from wholesale broking and higher interest payments on its £100m cash pile.

Lord Hollick, the managing director, ennobled last year as a Labour life peer, said most core businesses saw progress. "This is a good performance in a recession," he said.

Pre-tax profits increased to £30.2m (£29.6m) in the six months to end-December. Turnover improved 13 per cent to £187.2m (£166.4m). Earnings fell to 5.8p (5.7p) and the interim dividend is again 1.4p.

Operating profits from wholesale broking increased to £18.9m (£18m). About one third of the increase was due to favourable exchange rates.

"We've also been quite successful in gaining market share and moving into new markets," Lord Hollick said.

Net interest receivable increased to £5.3m (£4.1m). Most of the company's £100m cash came from the sale last year of part of its stake in Avenir, the French media group. MAI has retained 16.3 per cent of the company, worth £44m.

MAI is the majority shareholder in Meridian, which last year won control of the ITV franchise held by TVS Entertainment. Meridian has acquired freehold land, studios and equipment for TVS. This will reduce Meridian's expected investment from £35m to £25m, Lord Hollick said.

COMMENT
Lord Hollick is one of few City figures hoping for a Labour

victory. Actually, a hung parliament would be the best outcome for his media division since it would mean yet more polling for NOP. But longer term, MAI is relatively immune from the swings of party politics. With the new government, whatever the party, likely to be faced with a higher PSBR, MAI's interest dealer brokerage in the gilt market will be active. The retail financial services and information divisions, meanwhile, need an economic upturn rather than a change of government. With full year profits forecast for £70m, the shares are on less than 5 times earnings. The low rating has been partly due to worries about spending on Meridian, but given the savings from the TVS deal, MAI's shares now look undervalued.

MMC to probe shoe polish buy

By John Thornhill

MR PETER Lilley, the trade and industry secretary, yesterday signalled his interest in Britons' clean shoes by referring last October's acquisition of Reckitt & Colman's shoe polish businesses by Sara Lee to the Monopolies and Mergers Commission.

Through the acquisition, the US-based Sara Lee, which already owns Kiwi shoe polishes, added the Cherry Blossom and Meltonian brands to its portfolio giving it more than half the UK market.

The Office of Fair Trading, which investigated the acquisition and recommended the referral, thought it raised fears about excessive concentration in the £15m-£20m market, especially given the combined strength of the brand names.

If the MMC decides the merger is against the public interest, Mr Lilley may force Sara Lee to sell the Reckitt polishes.

The OFT is believed to have intervened in response to several complaints from retailing companies, which feared there had been too great a consolidation of power among their polish suppliers. Many big supermarket groups

have developed their own-label shoe polishes and would be strong enough to look after themselves but smaller operators suggested they might prove to be especially vulnerable.

Sara Lee rejected the charge yesterday. Mr Euan Venters, marketing director for Sara Lee in the UK, said: "We continue to believe very strongly that the acquisition is not against the interests of consumers or the trade."

He said he could not state what market share the company possessed. "The total market is a very fragmented and complicated market," he said.

Sara Lee manufactures its polishes at Honley, West Yorkshire, and has been transferring production of Reckitt's brands to this site. It did not acquire Reckitt's production plant at Hull, which continues to produce the Nugget shoe polish for the UK consumer products group. The assets acquired by Sara Lee were less than £30m, ensuring that the referral could only be made on the grounds of excessive market share.

The MMC will report by June 17.

Renold ready for bid from TT

Renold, a maker of chains and gears for power transmission equipment, has got its revaluation in early against a possible hostile bid from TT Group, writes Jane Fuller.

In response to TT taking a 2.9 per cent stake, Renold warned that the acquisitive industrial holding company might try to acquire it "on the cheap at the lowest point in the economic cycle". It advised shareholders not to sell.

The share price promptly rose by more than 20 per cent to 55 1/2p, a market value of £36.4m, but not before TT had taken its stake to 4.6 per cent. Mr John Newson, a director of TT, said the purchases were "just an investment".

Renold said yesterday the full-year pre-tax deficit would not exceed £3.5m, after exceptional charges of £1.5m.

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Wilson Bowden down 8% as caution unsettles sector

WILSON BOWDEN restricted the fall in its pre-tax profit last year to just 8 per cent at £27.5m as it unveiled what is likely to be one of the better performances from house-builders in the current reporting season.

However, the group cautioned against optimism created by a rise in house sales since the end of last year. This has prompted some suggestions that the housing market may be starting to recover after almost four years of recession.

Mr David Wilson, chairman, said that the modest improvement was being compared with

a very depressed period in 1991, when sales were affected badly by the Gulf war. It could in no way be described as a recovery, he said.

Purchasers' confidence remained fragile and was likely to be denied by the uncertainty caused by the election campaign. Sales had already started to drift back, said Mr Wilson.

His comments sent the group's share price down 10p to 430p and caused other housebuilding and building materials stocks to fall.

The decline from the previous year's £30.1m came on turnover ahead from £129.1

The final dividend is increased to 6.2p for a total dividend of 8.7p (8.3p), covered almost 3 times by earnings which, after allowing for the effects of the £34m rights issue last March, fell from 28.6p to 24.5p.

The total dividend on the enlarged share capital represents a 14 per cent increase.

The housebuilding division increased profits from £20.9m to £21.5m. It sold 1,324 homes last year - against 1,263 in 1990 - at an average price of £80,000, up from £78,500.

Commercial property profits, however, fell from £10.1m to

26.7m on sales virtually unchanged at £30m.

At the end of the year the group had net cash of 27m compared with shareholders funds of 157m. Borrowings, however, are likely to rise this year as the group takes advantage of lower prices to purchase residential and commercial land.

■ COMMENT

The market paid more attention to comments about the fragility of confidence in the housing market than it did to the quality of Wilson Bowden's results. Despite its current reversals, the company is

clearly positioning itself for a recovery. Borrowings have risen to about \$30m and could approach \$30m by the year end — representing gearing of about 20 per cent. The company's housing land bank has increased from 6,200 plots to 7,900 plots with planning permission. The company also recently acquired the rights to a further 330 acres of commercial land. These purchases should stand it in good stead when demand does start to recover. Much of this potential, however, is already in the share price with a prospective p/e of 19.4 on prospective profits of £25.5m in 1992.

Wilson Bowden

Share price (pence)

450
400
350
300
250
200
150

Mar 87 88 89 90 91 92

Source: Datastream

Suter falls 26% to £17.8m but maintains the worst is past

SUTER, the industrial, distribution and chemical company chaired by Mr David Suter, yesterday announced a 26 per cent fall in pre-tax profits but said that the outlook for some divisions had improved. "We have bottomed out," said Mr Abell.

Pre-tax profits amounted to £17.8m in the year to December 31. The company blamed the fall on the recession, eroded margins and the cancellation of a major contract for Pentagon Chemicals, a subsidiary.

Turnover edged ahead by almost 2 per cent to £205.7m but would have slipped by 3 per cent if adjusted for 1990 acquisitions. Fully diluted earn-

Turnover in the chemicals division increased 10 per cent, reflecting a full contribution from Chemox International, the Middlebrough chemicals group won from rival bidder MTM in 1990. But operating profits fell 33 per cent to \$5.5m after an unrelated company, the Portland Cement Co. of Portland, lost the contract. Penelco has won some new business but its plant is only at 60 per cent of capacity.

profits fell 15 per cent to \$9.9m. Air conditioner sales were affected by recession in the building industry although the valves division, which supplies the petrochemical and oil sectors, performed well.

There were extraordinary losses of \$5.3m, which included a \$4.1m provision to cover an investment in Harbin, the loss-making plastics distributor. This loss was cent on cost \$5m and is now valued at \$2.5m.

Net borrowings fell by \$7.3m to \$36.6m, bringing gearing down 10 percentage points to 74 per cent. Mr Abell said debt levels would not be reduced this year.

The Department of Trade and Industry is continuing its investigations of six companies with State links. DTI inspectors were appointed in 1988 and 1989 to establish whether certain investors in the companies acted in concert. Their report is due to be handed to the DTI soon.

■ COMMENT

Suez continues to be spurned by the market, which marked the share down 1p to 121p despite results in line with expectations and a maintained dividend. Parts of the business, such as Chemistry, the valves division and Raffel, a European supplier of heat

exchange equipment, show promise and should come out of recession strongly. But too many questions remain. The investment in Harton now looks unfortunate and Mr Abell admits Suter paid too much for Pentagon. His remarks yesterday that shares may be interesting at the end of MTM look well intentioned, but it is difficult to see how it can pay with its gearing and share price at these levels. If Suter achieves forecast pre-tax profits of \$22m this year, the shares are on a multiple of less than 10. But even if the cloud of the DIT report is removed, the shares are unlikely to be attractive other than for their yield.

Brighter outlook at Jones & Shipman

JONES & SHIPMAN, one of the UK's few remaining publicly-quoted machine tool companies, yesterday reported a "glimmering in the pace of new order inquiries from manufacturing industry in the US and Canada, as well as the UK."

Mr John Wareing, managing director, said that since early February "positive feedback has been received" in buying the Leicester-based company's computer-controlled precision grinding and honing machine tools.

The announcement contrasts with the tone of the company's interim statement in December, which was one of the first indications that the outlook for the UK machine tool industry may be improving.

The company fell from profits of £400,000 to losses of £2.46m pre-tax in the six months to September, after announcing its interim dividend, blaming a "widespread moratorium in investment in manufacturing facilities, particularly in the UK."

most of the new inquiries had come from traditional customers in the aerospace, precision tool, electronic component and computer accessory industries.

But interest had also been expressed by new customers—such as manufacturers of medical and surgical equipment, and the tool makers of conditioning system manufacturers and the diesel fuel injection industry.

Mr Wareling was speaking in connection with the company's decision to exploit "the first significant slice of the recovery" exhibiting in force at March '92, the UK's largest machine tool exhibition, at Birmingham NEC in May.

Mr Wareling's statement would be of interest to many in the UK's hard-pressed machine tool industry.

However, rise in inquiries needs to be followed by a return in orders before the industry can say real recovery has begun, and most still believe that will not come until

Jas Fisher to close terminal

And the Barrow-in-Furness-based group is to close its profit-making terminal at Whitehaven following the decision by Albright and Wilson, the principal user of the facility, to cease the importing and processing of phosphate rock.

The pre-tax outcome for the 1991 year was a \$1.5m against the same of \$1.5m for the 1990 (£29.9m). Despite the outcome at Whitehaven, port operations incurred operating

Further progress as Maybourn rises 75%

Taxable profits at Maybourn Group, the USM-quoted florists' sundries, fabric dyes and baby products company, jumped 75 per cent from £15.6m to £27.3m in the year to December 31.

The outcome followed trebled profits at the interim stage and a recovery from £200,000 to £1.6m in 1990.

There was a modest advance in turnover from £32.7m to £33m but operating profits improved 55 per cent to £23.4m (£2.2m). However, the figures

The directors hope that the closure of the Whitehaven terminal, while having an adverse effect on the group, would be offset by improved profitability of the other two factories.

Exports were shipped to 5.1p (5.11p) but the final dividend is held at a proposed 3.5p, maintaining the total for the year at 5.5p.

to \$589,000

Honeysuckle Group, the USMC-quoted textile, clothing and footwear wholesaler, reported a strong advance in pre-tax profits, from \$243,000 to \$589,000, in the six months to end-November.

Mr David Serr, chairman, said the improvement had been achieved at a time when other companies in the same sector had been cutting back and announcing disappointing figures.

Sales increased from £10.5m to £11.1m. Earnings per share rose to 4.7p (15p).

Directors said that a dividend would again be paid at

Lower copper prices behind Fags decline

The lower copper price was the main cause of a sharp profits fall in the mining division of Antofagasta Holdings, the UK-quoted group with mining, railway, industrial and banking interests in Chile. This fall lay behind a 35 per cent decline in group pre-tax profits: from £29.5m to £19.2m in 1981. The company said that it would be looking for new copper mines in 1992 which were expected to increase copper production, attributable to the group, from 31,000 tonnes in 1991 to 53,000 tonnes in 1992. This time mining made profits of £5.59m (£14.5m) on turnover

US behind asset rise at Alliance Trust

The Alliance Trust reported a net asset value of £15.39p at January 31 — an advance of some 24 per cent over the year.

Directors attributed the rise to the comparative strength of US markets where the largest proportion of the trust's portfolio outside the UK is centred.

Net revenue edged ahead to £21.9m (£20.5m), for earnings of 43.5p (40.66p) per share. A recommended final dividend of 29p lifts the total for the year by 3p to 43p.

ISA Intl declines 25% to £2.1m

ated companies - in banking, manufacturing, telecommunications and mining - slipped 10 per cent to \$9.34m. Earnings fell to 50.2p (76p) per share, but an unchanged first dividend of 12p is recommended for a maintained total of 19p.

Thai-Euro Fund first dividend

Thai-Euro Fund is proposing a maiden dividend after outperforming the Thai stock market index in the second half and boosting net asset value at the year end from \$16.55 (\$9.40p) to \$18.40.

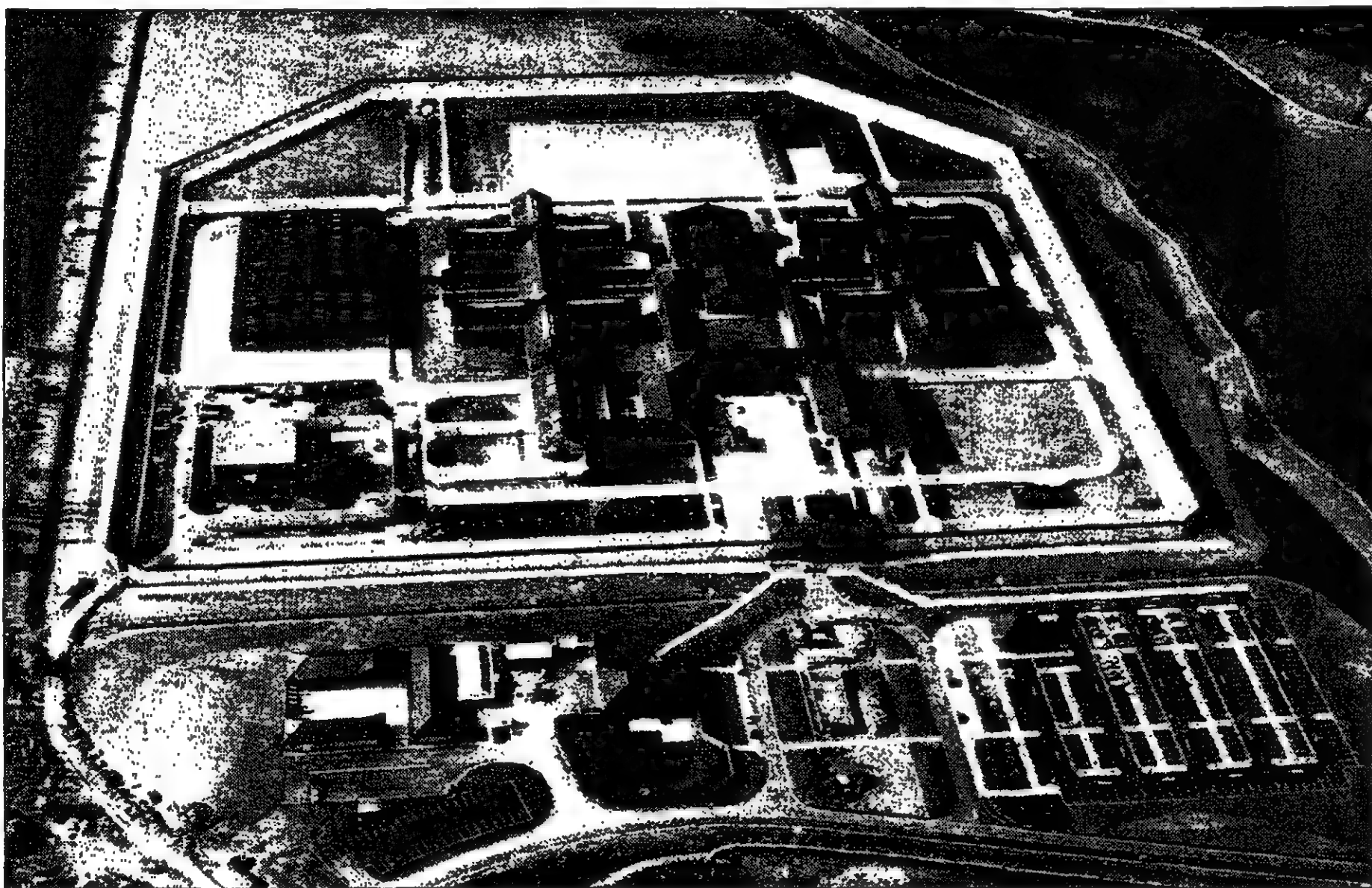
ISA International, the Bradford-based computer accessories distributor, reported a 25 per cent contraction - from £2.83m to £2.12m - in pre-tax profits for 1991.

However, Mr John Parkinson, chairman, said the outcome arrested the decline of the second half of 1990.

Net interest charges fell from \$649,000 to \$481,000. Borrowings at the year-end amounted to \$603,000 reducing gearing below 10 per cent.

Turnover improved 7 per cent to \$76.4m. Earnings per share dipped to 4.31p (5.84p), but the proposed final dividend is raised to 0.551p for a total of 4.861p (7.98p).

BOARD MEETINGS

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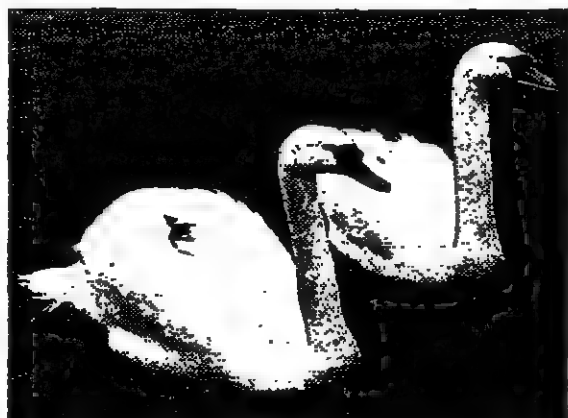
At first sight, our new project for the Home Office at Whitemoor hardly looks like a prison.

As part of this contract we had to plant over 15,000 assorted trees and shrubs to turn a rather cold, forbidding landscape into something more inviting.

An invitation promptly taken up by
a pair of swans who are now in residence.

It's just another example of how Trafalgar House Construction reconciles customer requirements, economic realities and environmental concerns. It's something you might expect from Britain's largest construction unit. But there's a lot more to us than sheer size. Of greater importance is the remarkable breadth of tech-

**Before we built
the prison
we improved the
neighbourhood.**



nical expertise spread throughout our operating companies. It allows us to provide unique solutions with the flexibility and effectiveness to meet the most challenging and complex problems.

We have achieved this by putting together the right team with the right skills to meet any client's requirement, whatever the nature and size of project and wherever in the world it is located. The end result is a package of resources, knowledge and technological support unrivalled anywhere in the construction industry. Whether it is a prison or a luxury development, creating exactly the right environment never escapes our attention.

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1. KATHARINE HOUSE CONSTRUCTION (REGIONS) ☐ TROLLOPE & COLLS (CITY) ☐ CLARK & PENN ☐ KASHLEIGH PHIPPS ☐ TROLLOPE & COLLS JOINERY ☐ SAMUEL ELLIOTT ☐ RICHARD LEES ☐ DAVY MINING ☐ TKAFFALGAR HOUSE INTERIORS

UK COMPANY NEWS

Rugby falls 16% on downturn in construction

By Andrew Taylor, Construction Correspondent

PRE-TAX PROFITS at the Rugby Group, which sells about a fifth of the UK's cement, tumbled by 16 per cent from £56.7m to £47.8m in 1991 as construction output fell sharply in the UK, US and Australia.

Turnover fell almost 8 per cent, from £578m to £532.5m. Despite the profits fall the company proposed a maintained final dividend of 3.5p for an unchanged total of 6.45p. This is comfortably covered by earnings of 12.7p (14.9p).

Profits from the UK cement division, which accounted for 37 per cent of trading profits, fell by a quarter from £25.7m to £15.1m.

Mr Peter Carr, managing director, said that UK cement volume sales fell by almost 18 per cent, compared with about 16 per cent for the industry as a whole. Rugby's main markets are in southern England which has been worst affected by the downturn in construction.

Mr Carr said that UK cement sales were expected to fall by a further 5 per cent this year. Profits from the UK cement business, fell from £15m to £12.2m, despite benefits from new acquisitions. The division was hit both by falling sales and prices as UK residential and commercial property markets went into reverse.

The UK steel reinforcing business suffered particularly badly with profits falling from £4.23m to just £509,000.

Overseas profits also dipped sharply. The only respite was

found in Australia where demand from the alumina industry pushed cement and lime profits up by a quarter to £9.68m.

This was partially offset by a fall in Australian joinery profits from £1.28m to £203,000. US joinery profits fell from £342,000 to £265,000. Joinery profits from continental Europe fell by 6 per cent to £2.27m. Glass profits from continental Europe, however, rose by almost a third to £2.14m.

COMMENT

Forget about the profits, look at the strength of the balance sheet. Last year Rugby produced a positive cashflow of £16.6m leaving it with net cash at the end of the year of £23.8m. The oligopoly in the UK cement market, where there are only three major manufacturers, means that cement prices have not come under the same sorts of pressures as other building materials. Rugby, meanwhile, has put in some hard work reducing costs cutting a further 400 jobs in the past 12 months. The cash flow benefits of cement making, however, is well known and is already in the share price. The group is in a position to spend up to £100m on acquisitions if it could find something worthwhile. Pre-tax profits slightly higher at £57m would put the group on a prospective p/e of 15. The shares are safe but look fully valued at this point in the cycle.

BTR disposals and Hawker Canada stake may be sold

By Maggie Urry in London and Bernard Simon in Toronto

BTR, the industrial conglomerate, has sold two businesses acquired through recent takeovers for £23.1m.

It also said it was considering the sale of its majority stake in Hawker Siddeley Canada, valued at about £220m (£107m).

The group acquired Hawker Siddeley last November for £1,550m and said yesterday it was conducting a review of its interest in the Canadian subsidiary. BTR holds 69 per cent of HSC's common stock and 42 per cent of its preferred shares. BTR shares rose 2p to 406p.

HSC has diverse manufacturing interests, including aircraft engine components, steel castings, and mining and forestry equipment. It also repairs jet engines and leases railway wagons. Profits fell last year from £23.7m to £11.3m, largely as a result of problems in British coal-mining and Canadian forestry industries.

Bowater, the packaging and industrial firm group, is buying the printing division of Rockware, which BTR bought last September in a £187m cash bid, for £15.5m. Bowater

recently launched a £338.5m rights issue and announced two acquisitions of packaging groups for £444m.

Mr David Lyon, chief executive of Bowater, said that the purchase of Rockware Printing had been under discussion even before BTR's bid. The deal would roughly double Bowater's market share in the bespoke business forms market to about 19 per cent. There could be some rationalisation of the business, he said.

Rockware Printing's turnover in 1991 was £23m. Its profits and assets were not disclosed, but Mr Lyon said he thought Bowater was paying a fair price. The purchase is for cash and Mr Lyon said it would increase Bowater's gearing from 85 per cent to 88 per cent, after taking account of the rights issue and the other acquisitions. Bowater shares rose 1p to 770p.

The other disposal BTR announced was of a 24 per cent stake in Buntings, a quoted Australian timber products group, for A\$40.3m (£17.8m). The stake has been sold to Westfarmers, of Perth, Western Australia.

Reinsurance underpins JIB

By Richard Lapper

A STRONG performance in the international reinsurance sector underpinned profits growth at JIB Group, the insurance broker floated in November by Jardine Matheson, the Hong Kong-based trading company.

JIB, the latest of a series of medium-sized brokers to obtain a stock market listing, reported a 33 per cent rise, from £15.1m to £20.1m, in pre-tax profits for the year to December 31 1991.

The figures were flattered by a contribution of £2.6m from interest earned on a capital injection made by Jardine Matheson last June, but underlying profits increased by 13 per cent with earnings per share up to 13.5p (12p).

The company declared a dividend of 5p.

However, the performance failed to stir much enthusiasm among investors. JIB's share price fell back to 187p, 3p down on the day and 8p down on the 195p paid for shares at the flotation.

Approximately one third of

the company's shares were placed in an offer which was subscribed three times.

The company's reinsurance division increased its contribution to profits from £2.7m to £10.7m against an improvement in turnover to £22.8m (£20m).

Growth in France, Australasia and Asia, where reinsurance operations have begun recently, was the main reason. Mr John Barton, chief executive, said that in London JIB's avoiding involvement in recession or spiral business had held the company in good stead following problems in that part of the market this year.

JIB's US retail division, which generates 43 per cent of revenues, was held back by continuing softness in US insurance rates. Profits contributed fell from £3.9m to £1.1m.

JIB completed a review of its US operations during the year and opted to close 25 offices.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend year	Total for year	Total last year
Alliance Trust	29	Apr 27	27	43	40
Antisagasta	19	Jun 8	19	19	19
BPP	4.9p	May 14	4	6.9	6.9
Christies Int	1	May 20	6	8.3	8.3
Delta	9.8	June 1	9.8	14	14
Fisher (James)	3.5	May 15	3.5	5.5	5.5
IMI	5.8	May 18	5.8	10	10
ISA Int	0.95p	May 31	0.874	1.365	1.288
JIB	5	May 18	5	5	5
MAI	1.4	May 2	1.4	5.5	5.5
Mayborn	2.6	May 29	2.5	4.2	3.6
Metatrax	2.8	May 29	2.58	5.5	3.45
Rugby	3.5	May 15	3.6	6.45	6.45
Suez	5.9p	June 22	5.8	8.8	8.8
Thal-Euro Fund	22.5*			22.5	
Wilson Bowden	5.2p	May 26	5.9	8.7	8.3

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. \$USM stock. *Scrip option. *US cents.

Metaltrax bucks sector trend with modest rise

By Richard Gourley

METALTRAX, the Birmingham-based specialist engineering group, yesterday reported record profits and a sizeable increase in the dividend in sharp contrast to the evidence of recession in much of the sector.

Pre-tax profits for the year to December 31 advanced from £7.13m to £7.21m on sales marginally lower at £62.9m (£63.9m).

The company said the record profits had been achieved through productivity gains from capital investment and positive cash flows, as well as its broad spectrum of engineering activities which range from branded storage systems and housewares to general engineering components.

Earnings per share rose from 7.25p to 7.62p and the directors have recommended raising the final dividend to 2.5p (2.55p), giving 3.3p for the year, a rise of almost 12 per cent. The company is also to make a 1-for-10 scrip issue. To this end, the directors are recommending that 332,523 of reserves be capitalised.

Metaltrax said that its "momentum" had continued during the first two months of 1992.

The soft seller forced to make the hardest sell

Gary Mead on the options facing WPP to reduce its enormous mountain of debt

IT IS fortunate that Mr Martin Sorrell, chief executive of WPP, appears to relish a challenge. He clearly has an enormous one on his hands.

On top of yesterday's announcement that pre-tax profits had fallen by 38 per cent in 1991, leaving underlying trading profits of just £38.4m, it now seems that WPP is about to try to raise up to \$200m (£113.6m) from disposals to reduce its heavy debt burden.

With world advertising revenues unlikely to grow by more than 1 per cent this year, it is hardly the best time to be making fire-sales.

Nevertheless, Mr Sorrell may have little real choice. He confirmed yesterday that he has plans to re-organise WPP, which has two of the world's best advertising brand names, J Walter Thompson and Ogilvy & Mather.

The long-promised sale of the US agency Scall McCabe Sloves, which WPP acquired in May 1989, will steam ahead. In November 1990 Scall lost the \$40m Volvo account when it was revealed that a Volvo commercial featuring the safety aspects of the brand had been rigged.

Yesterday Mr Sorrell said he had a "moral obligation" to sell the agency; in February this year Scall gained renewed confidence and probably increased value - when it won



Martin Sorrell: facing an enormous challenge

Mercedes' \$115m North American account.

Disposal of all or part of WPP's market research subsidiaries - Millward Brown International, MRG Group and Research International - is another likely move. Flotation on the Tokyo stock exchange of a minority stake in its Far Eastern advertising interests is also on the cards.

Mr Sorrell said that such moves would, on a "conservative" estimate, result in proceeds of some \$200m; he estimated that the group had a "short-term cash need over the

of WPP is its heavy debt burden incurred through big acquisitions made in the 1980s.

At the end of 1990, WPP became concerned that it was likely to breach covenants on its medium-term loans. It renegotiated its borrowings, putting in place a new medium-term facility of \$400m, to be repaid or refinanced by June 1993. In addition, a \$604.5m term loan is to be repaid in semi-annual instalments over four years from June 1993.

It has not drawn fully on those facilities but its debt still averaged £472m last year against £432m in 1990. It ended 1991 at £534m against £297m at December 1990.

According to one analyst, without the release of some £17.8m of exceptional items to boost 1991's pre-tax profits to £56.1m, WPP would have breached its banking covenants.

Even if Mr Sorrell manages to raise as much as \$200m from the re-organisations he has in mind, that will probably not be enough, "even with disposals, no way are they going to meet their banking covenants" is the view of one analyst.

Another analyst, Mr Richard Dale of Smith New Court, said that 1991's performance "was worse than expected; in the current year we expect revenues to be at best flat, and pre-tax profits to be about around £40m, giving interest

rate cover of 1.8 times, below that required by banks. It is therefore not surprising that they are now talking to the banks again."

Moreover, it is increasingly unlikely that WPP will be able to meet its debt repayment obligations for 1993.

One solution - which Mr Sorrell continues to disperse - might be the sale of one of his two world-leading international advertising agency networks.

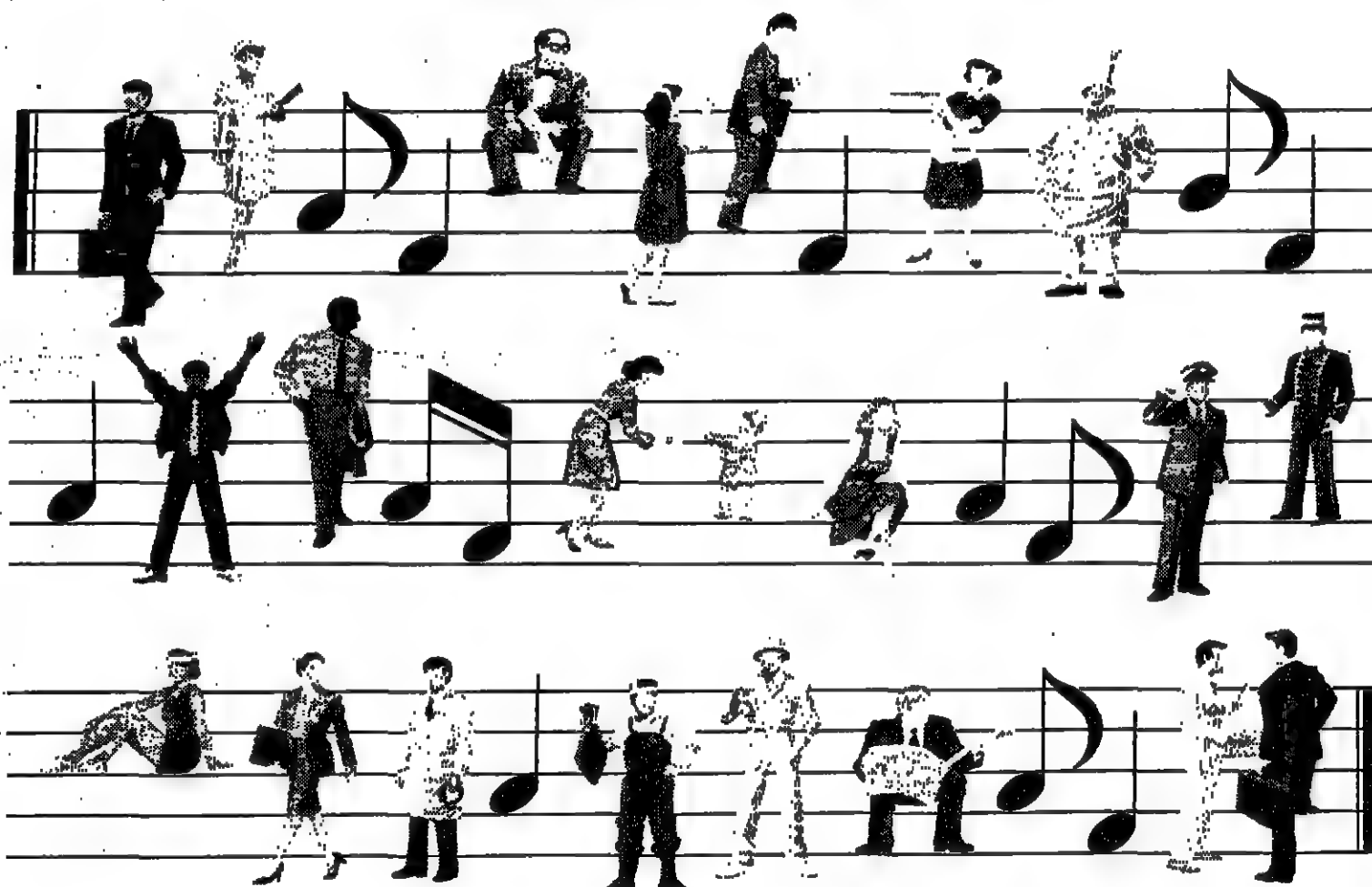
But even without Mr Sorrell's well-known opposition to such a notion, with the slump in advertising the price that could be obtained for either would hardly match the sort of figures Mr Sorrell paid for them - \$566m for JWT in 1987 and \$364m for O&M in 1989.

Mr Sorrell therefore needs to maintain a productive relationship with his bankers.

The view of another analyst is that "it is not in the banks' interest to put WPP into receivership", since the core value of the group's business is its people and property, neither of which can be easily valued, least of all given 1991's 3 per cent collapse (in real terms) in international advertising revenue and a property slump.

Not for the first time, bankers may find themselves over a barrel with little choice but to come to the aid of an ailing company, in the hope that it will all come right.

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*Fortune Magazine, August 1991.



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FINANCIAL TIMES STOCK INDICES

chip stocks were marked down, often in minimal trading.

At the day's low point, the Footsie was down 18.3 at 2,457.7, leaving the 2,450 mark unchallenged. As the March future steamed and Wall Street came in with a gain of 15 points, the Dow Jones Industrial Average rose 1.25 to 2,610.50. In London, the London market rallied in listless trading.

At the close, the FT-SE Index was a net 5.3 down on the day at 2,470.7. Seag volume fell to 363.5m shares from the 656.7m in the previous session.

Customer volume remained high last week, and was worth just over £1bn on Friday.

Oil shares provided one of the few firm sectors among the international. UK oil and coal companies lacked support, reflecting the fading of base rate hopes.

FINANCIAL TIMES STOCK INDICES

	Mar 15	Mar 15	Mar 15	Mar 11	Mar 11	Year Ago	1991/92	Since Completion		
Government Secs	86.13	86.36	86.74	86.87	87.42	84.40	83.56	82.17	122.40	48.18
							(21/2/92)	(19/1/91)	(9/1/91)	(21/7/91)
Fixed Interest	98.82	98.83	98.86	100.19	100.75	93.23	110.56	90.58	105.40	50.83
							(19/2/92)	(21/6/91)	(21/7/91)	(21/7/91)
Ordinary Share®	1930.9	1935.8	1948.6	1966.6	2008.6	1998.5	2108.3	1895.3	2104.5	48.4
							(19/2/92)	(19/1/91)	(21/7/91)	(21/7/91)
Gold Mines	118.3	123.9	127.1	128.9	126.5	145.8	122.7	75.4	43.5	26.94
							(21/6/91)	(16/8/91)	(15/2/83)	(20/1/71)
FT-SE 100 Share	2470.7	2478.0	2493.3	2522.4	2574.8	2500.6	2676.6	2054.8	2679.6	88.9
							(21/6/91)	(16/1/91)	(21/6/91)	(21/7/91)
FT-SE Eurostock 200	1161.33	1168.68	1169.10	1183.28	1199.06	1141.31	1200.08	938.82	1200.08	53.62
							(4/2/92)	(16/1/91)	(4/2/92)	(19/1/91)

®Ord. Div. Yield	4.84	4.64	4.61	4.63	4.46	4.87	4.87	4.87	4.87	4.87
®Earning Yld % (full)	8.61	8.58	8.54	8.56	8.52	8.85	8.85	8.85	8.85	8.85
®P/E Ratio (Mar/92)	19.17	19.24	19.36	19.55	18.87	13.85	13.85	13.85	13.85	13.85
SEAG Earnings 5.00pm	26,611	27,573	26,988	29,338	26,259	47,400	26,611	27,573	26,988	29,338
Equity Turnover (mln)	103.86	104.98	105.55	105.55	105.55	140.07	103.86	104.98	105.55	140.07
Shares Bought-in	30,705	32,507	33,507	33,507	30,842	48,355	30,705	32,507	33,507	33,507
Shares Traded (mln)	474.1	420.8	468.1	375.5	680.9		474.1	420.8	468.1	375.5

GILT-EDGED ACTIVITY											
Quint 1								Mar 13 Mar 12			
Gilt Edged											
Bargains								95.9			
5 - Day average								108.3			

*SE Activity 1974											
Excluding intra-market business and Overseas turnover											
London report and latest Share index											
1981 125001. Cans. changed at 362 minute cheap rate, 45p/min at other times.											

FT-A All-Share Index

1,300
1,250
1,200
1,150

Equity Shares Traded

Turnover by volume (millions)
Inward business Outward turnover

800
600
400
200
0

January 1992

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1,250
1,200
1,150

Equity Shares Traded

Turnover by volume (millions)
Inward business Outward turnover

800
600
400
200
0

January 1992

resulted in several analysts downgrading their forecasts. Political worries and disappointment with last week's Budget weighed on some leading stocks, with Diageo falling 8.21%. On the other hand, nervousness about the implications of a DRY price war

the market believe that the initial negative reception of the Virgin Music purchase has now receded in the knowledge that the benefits to the group will be strictly long term.

Speciality chemicals group MIM was erratic as more news came out of the company. However, early selling was seen as overdue and the stock shot up to end 14 higher on the day at 84p.

Laporte shed 12 to 67p ahead of Solvay's placing of 9 per cent. Laporte's shares and on recent negative comments from analysis. Solvay is placing the shares to finance the disposal of Interox, the Belgian group's joint venture with Laporte, and will cancel 18 per cent of Laporte's shares as part of the deal.

Medeva, which said it was buying the rights to two Hepatitis B products from Epitex and GA Investments for SF24m, put on 9 to 278p.

Engineering group Renold jumped 55p to 530p after announcing that TT Group, the industrial holding company, had acquired a 2.8 per cent stake.

Auction house Christie's International was down 12 at 155p after announcing a dividend cut with its 1981 results.

MARKET REPORTERS:
CHRISTOPHER HARRIS

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**NOTICE TO THE HOLDERS OF
TOPPAIN PRINTING COMPANY, LIMITED**
(the "Company")
Desire Warrants to subscribe for shares of common stock of the Company (the "shares") issued with U.S. \$300,000,000 par value, 148,000 (1982 Warrants*) and U.S. \$370,000,000 par value, 148,000 (1985 Warrants*)
"Adjustment of Subscription Price"
Notice is hereby given that the Company has resolved the meeting of the Board of Directors held on 27th February, 1992 to split the shares of the Company into 1/10th of the shares held by the shareholders appearing on the register of shareholders of the Company as at the date of the meeting, 148,000 shares of one point zero zero five (1.05) Shares to one (1) Share held by them; provided, however, that the fractions of a full Share occurring in the Split shall be rounded up to a whole and the proceeds of the sale shall be

INDS = Cont.						
Index	Price	x	1991/82		Yield	
			high	low	(1)	(2)
(02.0)	180	-	134.1	113.1	2.19	3.70
(02.5)	180	-	147	118.1	2.18	3.74
(03.0)	180	-	147	118.1	2.18	3.74
(03.5)	180	-	147	118.1	2.18	3.74
(04.0)	180	-	147	118.1	2.18	3.74
(04.5)	180	-	147	118.1	2.18	3.74
(05.0)	180	-	147	118.1	2.18	3.74
(05.5)	180	-	147	118.1	2.18	3.74
(06.0)	180	-	147	118.1	2.18	3.74
(06.5)	180	-	147	118.1	2.18	3.74
(07.0)	180	-	147	118.1	2.18	3.74
(07.5)	180	-	147	118.1	2.18	3.74
(08.0)	180	-	147	118.1	2.18	3.74
(08.5)	180	-	147	118.1	2.18	3.74
(09.0)	180	-	147	118.1	2.18	3.74
(09.5)	180	-	147	118.1	2.18	3.74
(10.0)	180	-	147	118.1	2.18	3.74
(10.5)	180	-	147	118.1	2.18	3.74
(11.0)	180	-	147	118.1	2.18	3.74
(11.5)	180	-	147	118.1	2.18	3.74
(12.0)	180	-	147	118.1	2.18	3.74
(12.5)	180	-	147	118.1	2.18	3.74
(13.0)	180	-	147	118.1	2.18	3.74
(13.5)	180	-	147	118.1	2.18	3.74
(14.0)	180	-	147	118.1	2.18	3.74
(14.5)	180	-	147	118.1	2.18	3.74
(15.0)	180	-	147	118.1	2.18	3.74
(15.5)	180	-	147	118.1	2.18	3.74
(16.0)	180	-	147	118.1	2.18	3.74
(16.5)	180	-	147	118.1	2.18	3.74
(17.0)	180	-	147	118.1	2.18	3.74
(17.5)	180	-	147	118.1	2.18	3.74
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(19.0)	180	-	147	118.1	2.18	3.74
(19.5)	180	-	147	118.1	2.18	3.74
(20.0)	180	-	147	118.1	2.18	3.74
(20.5)	180	-	147	118.1	2.18	3.74
(21.0)	180	-	147	118.1	2.18	3.74
(21.5)	180	-	147	118.1	2.18	3.74
(22.0)	180	-	147	118.1	2.18	3.74
(22.5)	180	-	147	118.1	2.18	3.74
(23.0)	180	-	147	118.1	2.18	3.74
(23.5)	180	-	147	118.1	2.18	3.74
(24.0)	180	-	147	118.1	2.18	3.74
(24.5)	180	-	147	118.1	2.18	3.74
(25.0)	180	-	147	118.1	2.18	3.74
(25.5)	180	-	147	118.1	2.18	3.74
(26.0)	180	-	147	118.1	2.18	3.74
(26.5)	180	-	147	118.1	2.18	3.74
(27.0)	180	-	147	118.1	2.18	3.74
(27.5)	180	-	147	118.1	2.18	3.74
(28.0)	180	-	147	118.1	2.18	3.74
(28.5)	180	-	147	118.1	2.18	3.74
(29.0)	180	-	147	118.1	2.18	3.74

1970 Incent per 1000 lb	Poel per 1000 lb	Poel per 1000 lb	Poel per 1000 lb
1970 Incent per 1000 lb	Poel per 1000 lb	Poel per 1000 lb	Poel per 1000 lb
0000	16.77	16.76	17.06
0000	16.77	17.10	17.06
0130	16.82	17.10	17.10
0200	16.82	17.10	17.10
0200	16.82	17.08	17.08
0200	16.76	17.06	17.06
0200	16.76	17.06	17.06
0400	16.72	17.07	17.05
0430	16.72	17.04	17.04
0430	16.69	17.04	17.04
0630	16.73	17.05	17.05
0630	16.76	17.06	17.06
0630	16.73	17.06	17.06
0630	16.65	17.05	17.05
0730	16.63	16.53	20.20
0800	16.58	16.58	20.20
0800	16.52	16.52	19.58
0800	16.58	17.12	20.22
1000	17.23	22.58	24.40
1000	17.23	22.52	24.40
1000	17.23	22.52	24.40
1100	21.73	22.87	24.46
1230	21.73	20.35	21.89
1230	21.73	21.73	21.89
1230	21.73	22.86	24.35

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Compiled with the assistance of Lautro 55

INITIAL CHARGE: Charge made on sale of calls. Used to defray marketing and administrative costs, including commission paid to intermediaries.

BID PRICE: Also called redemption price. The price at which units are sold back by investors.

down by the government. In Sweden, most will find evidence of a much narrower spread. As a result, the bid price is often not above the

TIME: The new station alongside the hotel

1700 hours, (♂) - 1701 to 1400 hours, (♂) - 1401 to 1700 hours, (♂) - 1701 to midnight. Only during school are we at the home of the mother.

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1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

Continued on next page

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JERSEY (UNREGULATED)

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

All quiet on the dollar front

THE FOREIGN exchanges appeared reluctant to move on any currency yesterday, with most units trading in a narrow range, reports *Peggy Hollinger*.

The dollar was consolidating after recent gains and closed in London at DM1.6655 compared with a previous DM1.6615, in New York the unit slipped to a DM1.6615 finish. The lack of statistics out of the US gave traders little incentive to find new positions on the dollar, said Mr Nick Parsons, head of the treasury advisory group at CIBC. Strong resistance at DM1.6700 was expected to hold for the short term. However, he argued, there remained an underlying bid sentiment to the dollar market.

The lack of inspiration in the dollar market was being attributed to the signs of improvement now being seen in the US economy. Recovery had already been priced in, said Mr Mark Austin, economist at Hongkong Bank, and now the market was unsure of its next moves. "There is a risk the dollar will drift off unless there are exceptional numbers from the US," he added.

Sterling took some support from the Labour party's budget proposals, which included a strong commitment to the European exchange rate mechanism. Rumours that a small rise in sterling in the afternoon

was the result of Bank of England intervention were unsubstantiated. Mr David Simmonds, chief treasury economist at Midland Montagu, dismissed the intervention speculation and said there had been nothing unusual in the rise.

The pound closed firmer at DM2.8575, against DM2.8550, and at \$1.7155, from \$1.7125, in New York it rose to \$1.7220.

Traders said the prospects for sterling were on the downside this week, with Thursday's unemployment figures not likely to boost support for the Conservative party. Furthermore, speculation about a UK rate cut was likely to resurface this week with the retail price index out on Friday.

The RPI figures were expected to show UK inflation below Germany's, perhaps opening a window of opportunity for a rate cut. After Thursday's jobless figures, the government could well be desperate for

some good news for the Tory party campaigners to carry to the voters, said Mr Parsons. "It is no more than an outside chance, but it is a chance."

Within the ERM, sterling traded close to its limit against the peseta for most of the day. The yen came under pressure following the Nikkei's tumble to a five-year low, and declined against the dollar, sterling and the D-Mark. The Japanese currency weakened from ¥133.50 to ¥133.95 per pound and from ¥223.75 to ¥224.93 per dollar to DM2.493 per 100 yen to DM2.420.

Investors in the South African financial rand would be anxiously awaiting the results of the all-white referendum, expected tomorrow, said Mr Peter Luxton, senior economist at Barclays. The financial rand would need a "resounding" vote on a good turnout if it were to avoid a sharp tumble, he added.

| EMS EUROPEAN CURRENCY UNIT RATES | | | | | | |
|----------------------------------|------------------------|-----------------------------------|-------------------------------------|------------------------------------|-------------------------|--|
| | EC
Central
Rates | Current
Market
Average, ECs | %
Change
from
Base
Rate | % Spread
vs. Dollar
Currency | Difference
Indicator | |
| Search Point | 133.631 | 129.222 | -3.30 | 6.00 | 97 | |
| Belgium Franc | 40.339 | 39.333 | -2.49 | 1.57 | 33 | |
| French Franc | 236.667 | 232.864 | -1.61 | 1.61 | 13 | |
| O-Mark | 203.636 | 199.833 | -1.86 | 1.86 | 19 | |
| Irish Punt | 7.8756 | 7.7260 | -1.90 | 2.26 | 38 | |
| Holland Guilder | 153.636 | 150.833 | -1.82 | 1.76 | 18 | |
| West German Mark | 100.000 | 97.2548 | -2.75 | 2.75 | 34 | |
| Denish Krone | 74.5619 | 72.2500 | -3.10 | 3.00 | 31 | |
| Portuguese Escudo | 200.482 | 197.482 | -1.50 | 0.00 | 0 | |


Source: European Economic Community, 1992. All ECs use the German mark as base. Percentages are based on the 1992 base rate of 166.636.

CANADA


[illegible]

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

**Samsung 29" FST Color TV:
CX-7230W(T)**



High Performance Square Tube
Built in Stereo & Teletext Decoder

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Continued on next page

NASDAQ NATIONAL MARKET[illegible]

4:00 pm prices March 16

[illegible]

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Data source. The European Business Readiness Survey 1991.

^aData source: *Chief Executives in Europe 1990*

FT SURVEYS

Data source. The European Business Readiness Survey 1991.

FT SURVEYS

Information Technology in Europe

SECTION III

Tuesday March 17 1992



Europe's expansion as an increasingly unified trading area is fuelling hectic competition among

information systems suppliers. At issue is how much of this market will be served by local industries and how much by the US and Japan, writes Michio Nakamoto

The barriers are falling

THE European information technology industry is looking forward to a number of benefits from the creation of a single European market. It assumes that:

- The market will spur demand for information and communication systems capable of spanning national borders as barriers fall and businesses take advantage of the enlarged market.
- Corporations will rely more on information systems to disseminate information across the wider business networks.
- Financial institutions will boost their IT capability to provide pan-European banking and other financial services.
- Demand for mobile telephones will surge as travel throughout the EC increases and as users become able to communicate with the same mobile handset from anywhere in the Community.
- Manufacturers will be encouraged to adopt computer-integrated manufacturing, computer-assisted design and other systems as competition in many sectors intensifies.

This, at least, is the rosy picture being painted by the IT industry. It has lured the world's leading IT manufacturers, from the fast-moving com-

puter groups of the US to the large, integrated electronics giants of Japan, to set up bases within the EC.

Europe will be the largest market in the world and foreign manufacturers have been making huge investments to take advantage of the opportunities on offer.

European manufacturers, for their part, are struggling to regain the initiative in the marketplace, fearful of losing their growing home market to outside competition.

As the foreign presence within their borders has come to be felt even more strongly than before, European electronics and computer manufacturers have been forced to accelerate moves to turn alling businesses round.

They are being forced to question the narrow insularity that has made it difficult for companies from one European country to collaborate closely with those from another and to examine the barriers of custom and practice that have made it virtually impossible for a whole range of information technology products to find a Europe-wide market with the economies of scale that implies.

The Community has, how-

ever, faced a growing dilemma over whether to continue to support an interventionist approach that aims to create national or European "champions" or to opt for strategies based more on commercial and business considerations. The signs from Brussels are that patience is growing thin with organisations that look for subsidies as an aid to competitiveness.

Pumping money into uncompetitive businesses or merging weak European partners is now recognised as unlikely to produce an effective champion. European companies, too, have often seen greater benefits for themselves in alliances with the stronger technologies of US or Japanese companies.

In the semiconductor industry, hopes for the formation of a strong European manufacturer through the merger of a number of leading groups were abandoned when Siemens of Germany agreed a memory chip venture with IBM.

The remaining groups were left to seek strategic alliances and partnerships to suit their own particular needs. Late last year, Bull, the French computer maker, also reached a partnership deal with IBM.

Thomson, the French electronics group, meanwhile, is being compelled by its government owner to take a rather odd turn down the industrial policy route. It is threatening to force it to merge with CEA-Industrie, the state nuclear and fuel business.

Despite this particular setback, Europe's indigenous capability in IT is still being sought in a less dramatic way by manufacturers throughout the Community as well as the Commission.

Partnerships between semiconductor manufacturers have been formed, such as that between SGS-Thomson and Philips on the next generation semiconductor technology and between SGS-Thomson and GEC Plessey in semi-custom chips used by the telecommunications and computer industries.

The European-owned computer manufacturers are striking a variety of deals and alliances to give them, first, access to technologies which are not available from European suppliers, and second,



expanded markets for their products. Volume sales are now critical for computer companies which have seen the profit margins on their systems collapse, driven by the widespread availability of industry-standard components and a trend to "downsizing" - using smaller, lower cost systems to carry out tasks previously carried out by mainframes or minicomputers - among their customers.

Siemens, of Germany a powerhouse of the European

electronics industry, is the owner of Nixdorf through the joint venture Siemens-Nixdorf Information Systems, but has an alliance in mainframes and supercomputers with Fujitsu of Japan. It has recently sold its share in Compaq, which distributed Hitachi mainframes and other computing equipment in Europe, to its co-owner BASF.

Groupe Bull of France, a heavy loss maker in recent years, is beginning to regain credibility with its broad rang-

ing deal with IBM - it gets access to IBM's advanced chip technology for personal computers and workstations which in turn gives IBM greater sales potential for its chips.

Olivetti of Italy has yet to seal a wide-ranging alliance with either a US or Japanese supplier, but it works closely with the major technology suppliers including Intel and Microsoft and supplies Digital Equipment of the US with personal computers.

Joint R&D efforts under pan-

European programmes such as Esprit and Eureka continue under the umbrella of the EC's "framework programmes," which receive a budget covering five years work from the Commission. The latest framework programme was agreed last month with a Community budget that will be worth Ecu56bn annually.

Meanwhile, the European Commission itself has had to balance the demands of the interventionists and its commitment to the rules of competition and free trade.

The situation has, at times, resulted in an uneasy compromise. Pressure from manufacturers and concern about building a European capability in high definition television (HDTV), for example, led the Commission to set up a standard and agenda for HDTV that aims to further the European industrial cause.

As a result, the European HDTV programme has been delayed unnecessarily and the Commission's goal of nurturing indigenous industry could prove to be at the expense of the consumer.

In the end, with or without intervention, the market itself will determine success or failure, a point recognised by Dr Joan Majó Cruzate, adviser at the Commission.

It is in the enlarged European marketplace that IT manufacturers will have to face most directly their overseas competitors, many of whom react with frank scepticism to continued talk in Europe about investment aid from the Community and national subsidies.

"Subsidies and government support are not what make winners," says a US semiconductor group.

How fast the single market in information and communication is realised will depend largely on the willingness of the individual governments to implement the necessary changes. There are still substantial obstacles to be overcome before the full benefits of integration can be enjoyed.

As competition in the European IT industry intensifies over the next few years it could yet trigger renewed cries for protection from the region's beleaguered manufacturers. That, in turn, could delay the benefits to the Community.

IN THIS SURVEY



Jacques Stern, visionary of Europe's electronics industry

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MOBILE PHONES: from Helsinki to Rome

SOFTWARE SERVICES: a separate battleground.....Page 8

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INFORMATION TECHNOLOGY IN EUROPE 2



Former Groupe Bull chairman Jacques Stern: predicting the developments is easier than saying when they will happen

Alan Cane talks to a fervent believer in Europe's potential

'We can still catch them'

JACQUES STERN, former chairman of Groupe Bull and doyen of French computer industry executives, embodies the hopes, ambitions and contradictions of the European information technology industry.

He believes passionately that Europe can, despite its current weakness in data processing markets, catch up with the US and Japan if it puts the right technology policies in place. He remains steadfastly optimistic about Europe's potential despite years of falling to cajole its major firms to work together.

And he is sharply critical of initiatives that spend public money on programmes that he believes are destined to fail. He is concerned, for example, about Esprit, the European Commission driven programme in precompetitive research designed to give European companies experience in working together.

He explains that when Viscount Etienne Davignon, EC vice president from 1977 to 1984, initiated the community's R&D framework for IT, he saw Esprit as the first step towards a European industrial policy for IT. Davignon had failed to persuade the leading electronics companies to work together on product planning, production or marketing. Still fiercely independent, they were afraid of letting rivals in on their commercial secrets. So Esprit was launched as a pre-competitive vehicle in the hope that working together in research might inspire collaboration closer to the market.

That hope was never fully realised and, with time, the gulf between research and the market has widened.

At that time Davignon was Commissioner for both research and industry report to two different

Commissioners. "Esprit is not at fault, neither are the people managing the programme, who are doing a good job in Brussels. But governments can question spending large amounts of money from one precompetitive program to another if there is no

Geographic origin of the 100 leading players

1990 cumulative turnover

\$278.5 billion

North America

62.8%

Western Europe

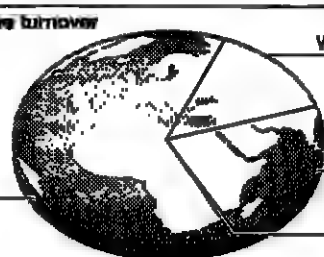
14.1%

Japan

22.4%

Others

0.7%



Source: Idete

industrial application. The final goal of Esprit must be to bring in cooperation innovative and competitive products to the markets that serve real needs.

The second phase of the Esprit programme, finishing this year, represents a Community investment of more than Ecu3.2bn.

Mr Stern now heads the Advanced Computer Research Institute, a small research organisation based in Paris.

He is unwilling to talk about his research, fearing the moment is not right to reveal progress, but he is known to have an abiding fascination with the development of supercomputers, which he likens to the creation of a Formula One racing car.

The emphasis, he points out, is on doing everything faster. Just as competition improves the breed, so techniques developed for supercomputing eventually filter down to more mundane levels of computing.

"If you are not active in this market, you lose these skills."

Supercomputing is also a market controlled by US and Japanese companies. By the turn of the century, Mr Stern worries, there will be more supercomputers in Japan than in the US, with Europe trailing hopelessly if nothing is done.

Supercomputers will soon be used for many commercial tasks including the design of automobiles and aeroplanes and buildings where their ability to "visualise" structures and forces in three dimensions can improve quality and shorten design cycles.

Much of what Mr Stern advocates these days turns around the idea of conserving Europe's information technology skills for the future

— a holding operation while the community thrashes out an effective industrial policy for electronics.

He sees a powerful opportunity with the advent of open systems, the emergence of hardware and software from different manufacturers that works easily together.

He believes that all new computer products will soon be based on standard microprocessors of the risc variety. Risc, or reduced instruction set computing, is a technology which trades off simple microprocessor chips against complicated operating software. The result can be very fast chips which, linked together in networks, generate enormous processing power.

The advent of risc and open systems is proving one of the few major disjunctions in a business which, despite the rate of change, is often predictable.

Mr Stern says: "It is easy to forecast what is going to happen: the difficulty is to say when."

There are only a handful of risc chip designers — International Business Machines, Sun Microsystems, MIPS, Hewlett Packard as well as Intel, Motorola and Digital Equipment. Groupe Bull has recently signed an agreement with IBM which gives it access to the computer giant's risc technology, a deal which Mr Stern believes was both fortunate — IBM was seeking new markets for its risc technology — and essential.

Without a source of risc technology, Bull would have been cut off from the leading edge of open systems developments. There are a number of prerequisites for

success in risc. First, considerable expertise in the design and fabrication of microprocessors. Second, experience in the kind of complex software — optimising compilers — which makes the best use of the advantages of the risc chip. Third, volume sales to give economies of scale.

Mr Stern suggests that short term alliances with the US manufacturers of risc technology could give European suppliers a breathing space to devise ways to collaborate on the development of indigenous risc processors.

But with Europe's semiconductor manufacturers in disarray and trailing behind the US and Japanese producers, has not Europe missed the bus on chip manufacture? Mr Stern is unambiguous: "You cannot drive innovation if you do not control the hardware."

European electronics may be sickly, but it has hidden strengths, he argues. There is, for example, software engineering, an area where European companies are equal to any in the world.

Software engineering involves the development of methodologies, techniques and software which make it simpler to write computer programs. Software productivity has become a key issue in business with projects notoriously overrunning on time and budget.

Software engineering, which essentially aims to turn program production from art to engineering discipline, has a key role to play in improving matters.

Mr Stern's prescription to return Europe to health involves a strong lead from Brussels with the full support of the national governments of the community.

It would strengthen Europe's indigenous players through alliances with companies overseas, while seeking ways to help small, innovative companies.

It is some years since Mr Stern has publicly set out his ideas on the rejuvenation of the European industry, but time has dulled neither the urgency nor the content of the message.

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Paul Taylor investigates why the trade gap is widening

Strategies which yield inadequate results

EUROPE'S semiconductor manufacturers have been forced to play a desperate game of catch-up with their Japanese and US rivals, computer makers are struggling for survival, and the consumer electronics groups have yet to show that they can translate big spending in the laboratory into timely commercial products.

These problems are not new. In November 1988, the European Commission presented its first report on the state of science and technology in Europe and concluded that Europe was still gripped by technological dependency in key areas.

The report said that in spite of a dramatic increase in research and development spending in Europe, Japan and the US were well ahead in terms of the amount of R&D spending, the number of research scientists and engineers, and in successfully enticing the private sector to invest in R&D. It then identified three main targets for research, improving competitiveness, improving quality of life and concentrating on basic research.

In their attempts to revitalise Europe's flagging IT and electronics sectors, Europe's policy makers have consistently emphasised R&D. In particular, they have encouraged IT companies to pool their R&D efforts, particularly in the area of "pre-competitive" research.

This policy is set to continue with the EC planning to spend Ecu3.7bn between 1990 and 1994 to support research and development, 40 per cent of it

on collaborative research in IT. The Commission wants to channel this money into fewer, larger schemes, but complains that its spending is diffused because its member governments each insist on a share of the pie.

There is no doubt that companies have rushed to join EC subsidised research programmes such as Esprit and Race as well as pan-European programmes like Europa which includes costly flagship projects such as the Joint European Submicron Silicon Initiative (Jessi) and the High Definition Television (HDTV) project.

But there is a continuing debate over whether the EC has got its R&D strategy right, from larger customers for open systems which yield inherently lower gross margins than proprietary systems.

In Europe, the situation has been worsened by the plethora of small national markets, which has made economies of scale difficult to achieve, and a tendency to support "national champions" which has hampered collaboration and co-operation.

The sale of a controlling stake in ICL of the UK to Japan's Fujitsu in 1990 effectively ended any hopes for a pan-European coalition which might have linked ICL with the other leading players — Siemens Nixdorf of Germany, Groupe Bull of France and Olivetti of Italy.

By 1990, according to some estimates, the European-owned full-line computer makers could have less than 7 per cent of the worldwide market for data-processing equipment, compared with just over 10 per cent at present.

As Groupe Bull's recently announced technological and marketing agreement with IBM indicates, it is probably only a matter of time before they are forced into strategic alliances with foreign competitors to ensure their survival — but at the expense of their independence and national identity.

Inadequate home demand has been blamed for the industry's weaknesses, including its difficulties in producing innovative products. Although Europe's spending on IT has been rising, it is still lower per head than in the US and Japan, and large European information systems users are notoriously cautious about pioneering leading-edge applications.

Brussels is now considering plans to boost demand by persuading national authorities jointly to back a plan hatched by the big European computer companies for a multi-million-dollar computer network to span Europe. The intention is to provide both an IT infrastructure for the Continent and at the same time provide a boost for the ailing computer companies.

But there are already doubts about whether the large contracts it would generate could legally be reserved for the European-owned suppliers it is intended to benefit, and whether it would not simply repeat at the regional level Europe's countries' largely

unsuccessful use of public procurement to bolster national champion suppliers.

A similarly gloomy picture emerges in Europe's consumer electronics industry, where competition has dramatically shortened product cycles. In order to compete, therefore, companies must get innovative products out of traditional R&D labs and into the marketplace fast. The need to address

Philip's progress is being monitored as a barometer of the whole European electronics industry

this and other pressing challenges, like responsiveness to customer demand, has now been recognised in some European boardrooms.

Philip's has just announced its managed to bring back into profit in 1991 following the record F14.24bn loss sustained in 1990 which prompted an ambitious restructuring including the sale of non-core businesses, and the re-focusing of the company's technological strengths on new consumer products.

In order to maintain a foothold in the fiercely competitive global consumer electronics marketplace Philip's has been investing heavily in the three emerging technologies of Digital Compact Cassette (DCC), High Definition Television (HDTV) and, in conjunction with Sony, Interactive Compact Discs (ICD).

The Dutch group's performance is being carefully watched as a barometer of Europe's electronics industry.

As Mr Vittorio Cassoni, Olivetti's managing director, said recently when referring to Europe's weakness in computer technology, the Commission should not spend money trying to catch trains that Europe had already missed.

What is certain is that competition for indigenous European IT companies will intensify as that US and Japanese companies will continue to be active in establishing plants in Europe.

If Europe's industrial strategists fail to halt the decline, the future of European IT and electronics may rest in these foreign owned plants.



ICL-Fujitsu unveils new office computer and workstations



UK estate agent studies property photos accessed from Paris by phone

panies are in financial trouble because of falling sales, increased competition, the high cost of research and development, and demands from larger customers for open systems which yield inherently lower gross margins than proprietary systems.

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

INFORMATION TECHNOLOGY IN EUROPE 3

The impending Single Market gives new urgency to standards harmonisation, writes Paul Taylor

Square holes for square pegs

THE CONCEPT of Open Systems has won powerful proponents among users and suppliers over the past decade and has helped thrust standard setting for Information Technology out of obscurity and into the limelight.

Now the impending arrival of the Single European Market and accompanying moves to harmonise regulations and practices across Europe has given added impetus to standard setting in all fields and led the European Commission to try to streamline and hasten the process.

This, coupled with the faster pace of technological change, is putting pressure on standard setters to anticipate developments and not just pick the best from the past. Mr Chris Cheetham, chief executive of DISC, the part of the British Standards Institution (BSI) responsible for Information Systems standards, says that "users are increasingly reluctant to use new technology if there are no suitable standards".

The idea behind Open Systems in information technology is deceptively simple.

In an Open Systems environment, IT hardware is built to a set of common standards so that equipment from one manufacturer can work with equipment from another, and software can be easily moved from one machine "platform" to another.

Today, there is little dispute in Europe at least, that Open Systems standards lie at the heart of users' future ability to integrate and fully exploit information technology systems in every sector of commerce and industry - from cross border mobile telephones to networked computers and database structures.

The pressure from IT users for Open Systems began in the early 1980s after General Motors told its suppliers to meet a protocol based on the Open Systems Interconnection (OSI) standard developed by the International Organisation for Standardisation (ISO).

European users and computer suppliers were also among the early advocates of Open Systems which they saw as a means to loosen IBM's grip on the mainframe equipment market and provide an alternative to IBM's Systems Network Architecture (SNA) which had become a *de facto* standard. Under pressure from users, IBM itself has now swung firmly behind Open Systems.

Tony Jeffree, a principal consultant with Sans Group Con-



Route planning for UK mail vans cuts delivery costs

sulting, sees Open Systems developments as the product of two relatively recent developments.

• the IT consumer's realisation that the availability of standards-based IT products can break the stranglehold once exerted over them by the fact that interconnection and interfacing techniques were incompatible between different manufacturers' equipment. The availability of products based on Open Systems standards provides them with a

better choice of equipment, and with the protection of their investment against the potential hazards of single sourcing.

• the realisation by the IT supplier that the wide use of Open Systems standards actually has the effect of increasing the size of the potential market for IT products, and that this more than compensates for the fact that the open nature of the standards does not lock in their customer base.

Nevertheless, implements

tion of the Open Systems concept has brought problems as well as solutions. Because Open Systems reduce computing equipment to a series of commodity products, price becomes a dominant factor in purchasing decisions and fierce price competition is one factor behind the recent sharp downturn in most major computer manufacturers' financial fortunes.

In Europe, the move towards Open Systems was given further impetus by the EC's decision in the mid 1980s that member governments' major public sector IT contracts should be based on Open Systems standards. This led to the development of the Government Information Systems profile (Gospin) in the UK, and equivalents elsewhere in Europe.

Profiles select from the options within a set of standards and ensure that IT suppliers make OSI products which are compatible with each other.

Since the public sector is a major IT purchaser, Gospin and the European Procurement Handbook for Open Systems, Ephos have become very influential in determining the implementation of standards. Indeed many industry observers argue that standards have become the single most important issue in European IT.

They suggest that the increasingly widespread adoption of Open Systems means that those responsible for setting standards have assumed great power.

As a result there has been a proliferation of user groups seeking to ensure their voices are heard and needs are met, and of supplier groups who try to influence those standards that concern them.

Predictably this proliferation has alarmed some of the older Open Systems groups who argue that it causes unnecessary duplication.

Rivalry also developed between groups supporting different versions of Unix, the software language which has become closely associated with Open Systems.

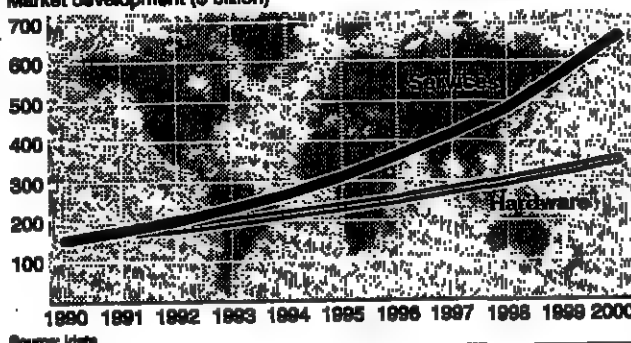
Competing versions of Unix are available from several suppliers including Unix International, which helped establish the Unix version from AT&T



A choice of systems: Chelsea Pensioners Frederick Smith and Richard Nichols keep their telephone lines uncrossed

The world information technology market

Market development (\$ billion)



Source: IDC

Unix System Laboratories (USL) in the market, and Open Software Foundation which developed a Unix version called OSF/1.

Arguably, rivalry between

the two organisations has delayed more widespread adoption of Unix.

But there are now strong signs that the two groups are moving closer together, in part

as a result of pressure from X/Open which was set up by suppliers in an effort to bring together enough standards to cover all the basic functions of Open Systems under a common application environment (CAE).

The "Unix wars", as they have been called, may be close to resolution, but they have underlined the fact that standardisation itself is not without problems.

"A good standard must be widely acceptable both to the customer base and to equipment suppliers," says Tony Jeffree, who has direct experience with standards development in ISO and the Institution of Electrical and Electronic Engineers (IEE).

"To achieve this the standard must address a wider set of requirements than is usual

in equivalent proprietary solutions. This leads to inevitable conflicts and trade-offs between versatility and complexity, and occasionally to the worst of all solutions, which is

Present UK policy has cut Department of Industry support for standardisation to a very low level

complexity without versatility," he says.

He argues that a good standard must also have an eye to future requirements, sometimes resulting in the standardised product being less competitive in the short term. A good example of this effect is the current rise of TCP/IP, a

set of networking protocol standards originally developed for use by the US Defense Department's "Arpanet" network.

TCP/IP is widely available, works, and is simpler than the corresponding OSI offering. However, it was designed in the days when it was reasonable to assume that any one organisation would own a handful of computers, and the total number of subnetworks in the world that would require interconnection would be numbered in the 100s or 1,000s.

Such assumptions, although ludicrous now, resulted in TCP/IP being implemented with severe addressing limitations that prevent its use as a global networking solution, and will probably relegate it to the status of a local area networking protocol before long.

But Tony Jeffree argues that the most serious problem with standardisation at the moment is the impact the worldwide economic slowdown/recession is having on the ability of both supplier and user organisations to participate in the standard setting process.

"Manufacturers of IT equipment are cutting back on their standards budgets, similarly user organisations, which have never been well represented in the standardisation process, are finding it increasingly difficult to participate," he says.

In the UK, government departments, particularly the DTI, have traditionally been a considerable source of support for standardisation activities, but present policy has reduced DTI support for OSI standardisation to an extremely low level. "Given the potential importance of the IT sector in helping to bring us out of the recession, this must be viewed as a dangerous trend."

Although Open Systems standards are usually associated with the computer sector of information technology, the urgent need for widely accepted standards is apparent in many other IT and consumer electronics sectors. For example, it was the need to develop common European telecommunications standards which led to the formation of the European Telecommunications Standards Institute (ETSI) in 1988.

More recently the difficulties faced by the EC in defining a standard for high definition television (HDTV) have served as a timely reminder that in some areas of European standard setting national politics and industrial rivalry still play a major part.

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INFORMATION TECHNOLOGY IN EUROPE 5

Companies must join forces to ensure survival, writes Alan Cane

An era of global alliances

THE past few years have witnessed a rash of alliances between information technology companies worldwide as they seek greater economies of scale, more effective methods of product distribution and better ways to defray the ever increasing costs of research and development.

For European IT companies, such alliances are an essential element of their efforts to remain in contention with their US and Japanese rivals.

Most of the technological building blocks of the IT revolution are not of European origin. Personal computer microprocessor technology is the province of the US companies Intel and Motorola.

With the exception of Immos, a subsidiary of SGS-Thomson, no European company has developed a commercial reduced instruction set computing (RISC) chip, the heart of high performance workstations. The Immos chip, the transistor is now being considered by IBM for certain functions in the personal computers and workstations. Operating software is developed by US companies including Microsoft (MS/DOS; NT/Windows) and Apple.

European companies have been involved, however, in moves to create a standard operating system based on AT&T's Unix. Logica, the UK computing services company, was involved in the Santa Cruz Operation's version of Unix. Siemens of Germany and Groupe Bull of France are founder members of the Open Software Foundation, formed to develop open systems products and technologies.

European IT companies are small, insular and tied to their home markets. Global alliances offer them access to technologies and markets that would be otherwise expensive or unobtainable. Siemens, for example, a company with excellent technological skills, is working with International Business Machines, to develop the next generation of high density semiconductor memory which will compress 64M bytes of storage on a single chip.

Olivetti has long maintained a close working relationship with Intel and with Microsoft which has enabled the Italian company to enter the market

| Date | Acquirer | Target Company |
|------|-------------------------|-------------------------------------|
| 1986 | Burroughs (US) | Sperry (US) |
| 1987 | Metallgesellschaft (US) | Telecom (US) |
| 1988 | Bull (France) | Honeywell Info. Systems (US) |
| 1988 | Prime (US) | Computerworld (US) |
| 1988 | SMT-Group (France) | Normanet (France) |
| 1988 | Hewlett-Packard (US) | Apollo (US) |
| 1988 | Mitsubishi (Japan) | Apriort (UK) |
| 1988 | Hitachi (France) | Zenith Data Systems (US) |
| 1988 | Siemens (Germany) | U2 (France) |
| 1988 | Siemens (Germany) | Alcatel (Germany) |
| 1988 | Fujitsu (Japan) | ICL (UK) |
| 1988 | AT&T (US) | NCR (US) |
| 1988 | DEC (US) | Philips microcomputing div. (Neth.) |
| 1988 | Fujitsu (Japan) | Nokia Data (Finland) |

Source: IATE

quickly with, for example, advanced workstation technology. Now all serious computer companies understand the importance of maintaining an alliance with the key chip manufacturers, in order to keep the technological leading edge and to share research and development costs.

IBM, for example, has formed an alliance with Apple Computers and Motorola to develop new microchips, based on IBM designs, which could form the heart of the next generation of personal computer workstations.

Groupe Bull has in the past two months signed a far-reaching technology agreement with IBM, part of which provides for the French company to take part in the joint chip development programme.

Bull will be much more than a customer for the new chips, according to Mr Bob Dies, director general of the Open Software Foundation, formed to develop open systems products and technologies.

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ICL's Bonfield: halo effect

to technology which it could not afford to develop on its own.

Since then, a careful market focus and sound housekeeping have resulted in ICL remaining Europe's only consistently profitable computer manufacturer.

The takeover by Fujitsu - the Japanese company holds 60 per cent of ICL's stock - was nevertheless essential to provide ICL with long term credibility in an increasingly hostile market place. The purchase of the computing interests of the Nokia Group of Finland, financed by ICL from its own resources, was further evidence of ICL's rising star - the "halo effect" as Mr Peter Bonfield, ICL chairman and chief executive, describes it.

ICL has become part of Fujitsu's worldwide family of wholly owned and partly owned companies which include Amdahl, the US mainframe manufacturer, Poqet, a

US maker of handheld computers, and Hal, a US specialist in advanced computing technologies. Since the takeover ICL has:

- Provided Fujitsu with workstations and personal computers for sale in both Japan and worldwide markets;
- Begun to work on some elements of the technology for Fujitsu's mainframe computers - as Fujitsu is regarded as the world's best mainframe designer, this is an indication of the regard in which the UK company is held;
- Formed three new companies with Fujitsu, in two of which it will be majority shareholder and senior partner. In the US, for example, both companies are strong in retail systems. The new joint company, Fujitsu-ICL systems, will have about 2,000 employees and sales of \$360m (\$200m). It will be third to IBM and NCR in the US retail market.

Alliances are not confined to the computer hardware business. Cap Gemini Societ, Europe's largest and most successful computing services company, last year signed a wide ranging agreement with Daimler Benz, the German industrial group, worth FF2.4bn (\$406m) through which Daimler Benz will take a 34 per cent stake in Societ, CGS holding company. The idea is that the two companies will cooperate, at first in Germany, but later elsewhere in Europe, the US and the Far East as a method of helping both companies broaden their product ranges and expand their computing services.

Late last month, CGS announced a wide ranging cooperative deal with Volmac, a Netherlands-based services group in which it already held a small stake. The new holding group will be two thirds owned by CGS and one third by the World Software Group, Volmac's holding company. CGS has been involved in some 20 acquisitions in recent years.

Further consolidation and cross border alliances seem inevitable as the computer industry becomes increasingly a commodity business where volume sales will be essential to adequate profit margins and where services will increasingly be the principal way of adding value.

EUROPEAN collaborative research programmes have always generated controversy. They have been hailed by their supporters as critical to maintaining the competitiveness - if not the very existence - of indigenous European high technology industries, and sometimes dismissed by critics as an expensive waste of misdirected money.

Although collaborative research is often viewed as a recent development, the first joint European research and development project began more than 25 years ago - into nuclear energy under the 1956 Euratom Treaty.

But the real surge in joint European R&D began in the early 1980s with the Community's first R&D "framework programme" (1984-87) which extended joint research activities to cover a broad range of areas, and which has been followed by three subsequent programmes.

The fourth and latest was agreed early last month when the EC's 17 commissioners approved an overall Community budget for the next five years which will be worth Ecu 86bn (\$11bn) annually by the time it comes up for renewal in 1997. Some Ecu1.5bn will be available for "internal policies", including research and development.

Exactly how it will be spent has yet to be decided as the Community is only just getting round to handing out the Ecu1.5bn earmarked under the third framework programme for the 1990-94 period, some 40 per cent of it for information technology.

EC funding under "framework programmes" is designed to support cross-border consortia carrying out pre-competitive research - projects with long lead times which will help underpin innovation in European high technology industries. EC funding normally covers up to 50 per cent of project costs.

The fourth framework programme, which officials are now working on, will probably be divided into six strategic areas which in turn will be split into specific programmes such as information technology (Esprit) or biotechnology (Bridge). Esprit, which was launched in 1984 and is probably the best known of the EC joint research programmes, sponsors collaborative research in information technology and is itself subdivided into four areas plus basic research which aims to "enhance the potential for future technology breakthroughs in IT". The four areas are:

Research is a red-hot issue, says Paul Taylor

Shrieks over Eureka

cal breakthroughs in IT". The four areas are:

- microelectronics, aimed at strengthening the Community's capability to design and manufacture leading edge integrated circuits, particularly Application Specific Integrated Circuits (ASICs);
- software engineering and information processing systems - aimed at increasing software productivity and applying software intensive systems design and engineering to user needs;
- advanced business and home systems and peripherals aimed at developing user-friendly systems for offices and "intelligent" homes;
- computer-integrated manufacturing and engineering aimed at demonstrating how the manufacturing and engineering industries can benefit from the application and integration of IT products and processes.

The EC's fourth framework programme is also likely to overlap with its predecessor, which finishes in 1994 and could prove to be the most

The standard application procedure for EC funding usually lasts 18 months

controversial target of Community-funded research yet, with advocates of an interventionist EC industrial policy on one side and the free marketeers on the other.

Eureka, a pan-European research programme which involves the 12 EC member states, seven other European nations and the EC Commission itself, already provides a forum for the funding of more market-oriented projects.

It was originally launched in 1985 by French President Francois Mitterrand as a response to President Ronald Reagan's Star Wars research. Eureka operates out of a small Brussels secretariat and is restricted to civilian research through which it hopes to improve the competitiveness and productivity of European businesses by encouraging cross-border co-operation.

Since its inception Eureka has acted like a high-tech dating agency - finding research

partners for companies which approach it with an idea. For funding the partners can go to their governments or to the EC, which offers financial support for the pre-competitive aspects of Eureka projects.

Eureka is designed to complement rather than compete with the EC's top-down projects, encouraging products and ideas which should have a market application worldwide. Sceptics initially dismissed the Eureka initiative. However, it has helped launch more than 450 projects, with a total budget of nearly Ecu10bn.

These include the Joint European Submicron Silicon Investigation (JESSI) into advanced microchips, (participants included Britain's ICL until it was acquired by Japan's Fujitsu and its partners threw it out of three projects), and which may have cost more than Ecu1.5bn by the end of its seven-year span in 1996. Another is the European research project into High Definition Television (HDTV).

Last year, an assessment of Eureka's first five years by a panel of industrialists, academics and civil servants praised the flexibility of the programme's approach as one of its principal advantages, but noted that "strategic projects which would give Europe an additional competitive advantage have not materialised on a large scale". This, says the report, should be one aim for Eureka's next five years.

The panel also identified several other problems. These included confusion over the relationship with EC projects, compounded because some in Brussels would like to see funded research become more closely geared to the market. Eureka participants also complained that although applying for and obtaining Eureka approval is fairly simple, projects often get swamped in bureaucracy when it comes to arranging funding.

The major difference between Eureka and the directly subsidised EC research programmes is that while Eureka projects do not conform to a set strategic plan the scale and direction of EC research funding can be assessed in advance. In addition there is a standard procedure for applications for EC research programmes which usually lasts about 18 months.

Other important EC funded programmes include the Research and Development in Europe (Race) which was set up in 1985 with the aim of establishing a strong EC manufacturing industry in broad-band communications and to accelerate the emergence of a competitive Community market for telecommunications equipment and services.

So far, most EC funding has focused on expanding R&D, emphasising mainly pre-competitive collaborative projects intended to boost European companies' technological firepower. Advocates argue that, whatever its shortcomings, this constitutes the most efficient policy instrument for the EC to promote competitiveness in European industry and they point to the figures which show that Europe's IT companies have doubled their spending as a result. They add that new technological developments today - such as the next generation of semi-conductors - are too costly for one company to do the research alone.

But critics counter that EC subsidies have been too thinly spread to be effective. More fundamentally, some argue that they do not address European manufacturers' biggest traditional weakness - the belief that laboratory breakthroughs can substitute for efficient manufacturing and aggressive marketing.

The sceptics point out that in spite of all the R&D efforts the performance of the European IT industry has still to show any substantial improvement. Europe's IT trade deficit has continued to deteriorate in the past decade, indicating that the industry is still far from being self-sufficient. They add that there are still few fast-growing product markets in which European electronics companies are world leaders.

Some EC officials have argued that more time is needed for results to materialise. But another explanation is that all the attention devoted to R&D may have obscured the more fundamental challenge of how to get new products to market faster.

Michiyo Nakamoto scans Europe's consumers

A healthy appetite

THE European market for consumer electronics is often slow to pick up new trends, compared with the markets in US and Japan.

The Japanese are avid consumers of electronics products, their enthusiasm unhampered by the monstrous presence of 30-inch TV sets in their already cramped living rooms.

The Americans may not have an indigenous consumer electronics industry, but the situation apparently has not dulled their appetite for new products.

In contrast, Europeans are slower to embrace new developments in consumer products. At the same time, European manufacturers of consumer electronics products have seen their profits slump and their home markets penetrated increasingly by foreign competitors.

However, the enlarged European region, including eastern Europe and the Ecu states, is expected to become the world's largest market within the next five to 10 years. As such, it is of tremendous strategic importance to all the major consumer electronics manufacturers, regardless of their national origin.

Europe's indigenous manufacturers hope that the creation of a single market from next year will provide them with the strong home base necessary to remain competitive and from which they might launch their global ambitions. Their efforts to achieve those aims have been two-pronged - they have stepped up their individual efforts at the corporate level to improve competitiveness and profitability, and they have attempted through the European Commission to formulate a European industrial policy in electronics, aimed at strengthening the European manufacturer.

Philips, for example, has re-emerged from a loss-making year in 1990 as a slimmed-down and more profitable organisation. The company has launched a series of new products, stepped up its marketing efforts and outlined a forward-looking strategy for moving into software as a means of supporting its hardware developments.

But as the vision of a single market takes shape, the route which is increasingly being explored to help the revitalisation process passes through the Commission.

To outsiders, this has often seemed like an attempt to keep Europe closed to external competition.

Thomson CSF, the French electronics company, and a leading champion of the European cause, said recently: "The European consumer electronics market is the largest in the world and has the highest growth potential. This market must be conserved."

Over the next few years, this strategy of the manufacturers, in cooperation with the Commission, will be tested on both fronts, with the final test taking place in the marketplace.

So far, the road ahead is far from smooth. On the corporate front, the recession, and particularly the cyclical downturn of the consumer electronics industry, has undermined European manufacturers' efforts to regain profitability.

As for a European industrial policy for electronics, the EC's latest directive on high definition television (HDTV) provides important lessons for the future.

The enlarged Europe is set to become the world's biggest market in the next five to 10 years

The directive calls for the adoption by manufacturers, television broadcasters, satellite operators and other interested parties of a Europe-wide standard for HDTV.

It was important to reach a consensus on a standard to create the single, harmonised market needed for manufacturers to benefit from a large home base. "We don't want to start with a new fragmentation based on standards," commented Dr Joan Majó Cruzada, adviser to the directorate of the EC Commission responsible for telecommunications and innovation.

In practice, however, the conflicting interests of the various EC member states, and the different interests concerned, have resulted in a compromise solution that may be flexible but is fraught with difficulties, not to mention hopelessly confusing from the consumer's point of view.

European HDTV is already being audience-tested with the broadcasting of the Winter Olympics at Albertville. While this effort has been hailed by a Commission official as an example of "European technology made in Europe and managed by European broadcasters", the move towards full

HDTV still faces several hurdles.

The Commission's decision after lengthy negotiations that only satellite services launched after 1995 would be required to be broadcast in D2-MAC, an intermediate high definition format, could mean that the first step towards HDTV - the adoption of D2-MAC - could be sidestepped.

Since it is up to the broadcaster to decide whether or not to transmit in D2-MAC, the costs and the lack of hardware penetration mean that not many broadcasters are likely to do so.

Meanwhile, without a sufficient choice of programmes broadcast in D2-MAC, consumers are not likely to invest in the costly hardware needed to appreciate the benefits of the new format.

According to Mr Joseph Flaherty, senior vice president of technology at CBS, the US media group, "D2-MAC has been in intensive care for several years, and the new EC directive has probably disconnected its last life support system."

The EC is proposing funding for broadcasters and other software producers to encourage broadcasters to sign up for D2-MAC.

Consumers, meanwhile, are likely to be more concerned about how many TV sets they will need to buy to enjoy full HDTV in Europe and when that day will come.

There is a real danger that the European compromise on HDTV will put consumers off buying a new set until the last moment when they can be more certain of broadcasts in a particular standard.

Nevertheless, regardless of the relative merits of the directive, it has certainly taken Europe's experiment in industrial policy-making a step forward. "The most important point is that it exists," Dr Cruzada says.

But will the directive, as a concrete expression of European industrial policy, help to revitalise the region's consumer electronics industry? Will European manufacturers regain their competitiveness in time to seize this opportunity and take the initiative in bringing sufficiently attractive new products to the market? Will consumers support the strategy by choosing European products over foreign ones?

The next few years will provide clearer answers to those questions and will therefore be critical for the industry.

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INFORMATION TECHNOLOGY IN EUROPE 6

US leaders slash costs to ride the slump, writes George Black

The scalpels are out

THE leading US information technology companies, battered by an unprecedented slump in business over the past two years, have been forced to take drastic cost-cutting action.

Now most of them predict a modest recovery in profitability in 1992, after substantially reducing their workforces and other expenses in Europe and at home.

Most of the major hardware makers, including the Americans, have either plunged into loss or sustained sharply reduced profits. IBM made a loss of \$124m in the UK last year and reduced its payroll by 2,600. Compaq fell into its first ever loss in the third quarter and laid off 200 at its Scottish factory.

Unisys incurred a loss through servicing its debts and cut its European staff by 14 per cent. All of the leading US companies have been forced to slim down, trying to save money on production and distribution while keeping their sales operations intact and protecting their major accounts.

Across Europe sales of most types of systems have fallen steeply, both because of the economic recession and because the market is now almost as saturated as in the US. Prices have been depressed by an excess of suppliers and the greater standardisation of products.

The US manufacturers which dominate the European market have been troubled by these problems as much as their European rivals. With most of them already making 30 per cent or more of their income in Europe, there is little chance of expanding their European business to make up for slow trading at home.

There is no reason to expect any rapid revival in the market.

The level of European demand is now mainly determined by Germany, which is still wrestling with the challenges of reunification.

Most European countries are beset by political uncertainties and many large IT users are waiting to see what happens before they make any further investment.

Suppliers expect little change in the first half of the year with revenue flat or only



Laptop computers being made at Compaq's Scottish plant, which shed 200 jobs last year

Top 10 US IT Companies in Western Europe (\$m fiscal 1990)

| Company | REVENUE | | Europe % |
|------------------|---------|--------|----------|
| | Europe | World | |
| IBM | 27,234 | 69,018 | 39.5 |
| Digital | 6,242 | 12,942 | 48.5 |
| Hewlett-Packard | 3,534 | 11,494 | 30.6 |
| Unisys | 3,088 | 10,111 | 30.5 |
| NCR (AT&T) | 2,212 | 6,285 | 35.2 |
| Compaq | 1,807 | 3,599 | 50.2 |
| Apple | 1,545 | 5,528 | 27.8 |
| Wang | 789 | 2,461 | 32.5 |
| Amdahl | 738 | 2,159 | 35.0 |
| Sun Microsystems | 678 | 2,466 | 27.4 |

Source: IDC

slightly up over the year as a whole. Although the volume of IT business may recover, with some bright spots in niche sectors, hardware prices are still under severe pressure and revenue will not grow in line with volume.

Mr Andreas Barth, Compaq's senior vice-president for Europe, sees no prospect of a return to the old days of 18 per cent profit and says he would regard 8 per cent as acceptable this year.

Mr Amit Chaudhuri, senior European research analyst at International Data Corporation, says the IT market has reached a temporary plateau and the investment climate across Europe remains bad, although he adds, "there is plenty of long-term scope for

growth in the European market".

The advent of the Single European Market may help US suppliers to gain sales as well as increase their share of the business.

The prospect of the Single Market provided a boost for many IT manufacturers a couple of years ago, as their customers prepared for its arrival with a large capital investment.

IT vendors now expect a second phase of growth to follow the lowering of the barriers, as cross-border competition in many industries is becoming much more intense.

Mr Dick Nuthall, vice-president of marketing for Unisys in Europe, points out that a big new demand for networking

and integration of systems should come from multi-national organisations, especially in the financial services sector.

The leading US hardware vendors believe that the Single Market should benefit them to some extent by removing a bias towards locally-based suppliers, particularly for public sector and utilities contracts.

Some feel that they have been unfairly discriminated against in the past, although that tendency has been less in recent years. Now the rules are clearer and most US vendors can meet the 50 per cent local content requirement laid down by the European Commission.

However, any significant improvement in trading conditions for American organisations in Europe will depend heavily on the outcome of the current round of GATT (General Agreement on Tariffs and Trade) talks.

Official rules are not the most important reason for the US companies increasing their operations in Europe. They believe their success here against indigenous suppliers is partly due to a policy of moving core research activities as well as manufacturing operations to Europe.

Mr Roger Wilson, Hewlett-Packard's European director of communications and public affairs, says the company has steadily built up its research

laboratories at Bristol and other European research activities in the past few years.

HP's laser printer components factory at Bergamo was set up in 1980 as part of an effort to boost European production.

Mr William Bird, NCR's assistant vice-president of product marketing for Europe, says it is simply better to develop locally for local markets. NCR has research and manufacturing sites at Dundee, Augsburg and Utrecht. The Dundee facility is more attuned to developing multi-currency banking systems than any US facility would be, Mr Bird argues.

The Single Market is also radically affecting the way IT suppliers do business. Many have been reorganising their distribution operations to take account of faster customs clearance.

Compaq and Unisys are both moving from a distribution centre in each country to a single European centre. Unisys believes it will be possible to ship a mainframe anywhere in the continent in three or four days.

Several of the leading US suppliers contend that their success in Europe derives from having a more European culture and structure than indigenous companies, which are centred in one country with outposts in the others. They argue that they should therefore be better able to cope with the change to a Single Market.

The top US players have adopted notably different strategies for strengthening their European presence. Whereas Digital has sought to grow by acquisition - the Kienzle computer systems division of Mannesmann in 1990 and Philips' information systems division last year - IBM has so far opted for small minority stakes and a number of business partnerships.

IBM's recent 5-10 per cent stake in the ailing French government-controlled Bull company will help it enlarge its European customer base while at the same time cutting its development costs.

This agreement, and IBM's new relationship with Apple, are intended to address the fundamental problem of cost-cutting, as the industry leader tries to adjust to the much more competitive market.

IBM now sits alongside Japan's NEC as a minority shareholder in Bull - a situation which illustrates how Europe has now become a battlefield on which the US and Japan struggle for supremacy.

Michiyo Nakamoto on the Japanese presence

After the big rush

THE GREAT rush by Japanese electronics manufacturers to locate in Europe prior to the creation of a single market has subsided now that most of the leading companies are established in the region.

More than 120 facilities owned by Japanese electronics companies are in Europe and these are likely to draw in further investments by medium-sized component suppliers.

Contrary to popular belief, the main impetus behind the surge of Japanese investment in Europe has not been the fear of a "fortress Europe", although that has been a concern, but the growing need felt by Japanese companies to globalise their operations.

Japanese electronics companies see a strong need to be closer to their markets to ascertain the specific needs of those markets as competition intensifies in many of their product sectors.

There is also a clear assumption among Japanese companies that Europe is a growth market, which will become increasingly important with the closer integration of the EFTA countries and Eastern Europe.

"The whole of the European block as a market is going to be in the next five to 10 years even more important than the US, and Japanese companies want to be sure to be here for that," says an official at one Japanese electronics manufacturer.

But there is a growing recognition among Japanese manufacturers that they will have to do much more than settle down in Europe to enjoy the full benefits of the unified market.

Some Japanese companies with a presence in Europe have discovered that a base within the EC does not necessarily guarantee acceptance as a European company.

When Fujitsu took control of ICL, the UK-based computer group, it was embarrassed to see it excluded from the Joint European Submicron Silicon Initiative (JESSI).

The Japanese companies' need to increase local content in Europe to transfer technology and base more of their R&D activities there is more widely recognised but these trends have been slowed in

part by the world-wide recession.

Mr Tomotsu Harada, manager of the public affairs office at the Electronics Industries Association of Japan, thinks that once the profitability of Japanese manufacturers based in Europe is raised further efforts can be channelled into increasing local content.

In this respect, companies which have had a longer presence in Europe have the advantage of being more familiar with the capabilities of local component suppliers.

Panasonic Europe, for example, says that most of its 21 manufacturing plants in the EC have well over 50 to 80 per cent local content while its vacuum cleaner plant in Spain has about 90 per cent local content.

The group has also cooperated with local component suppliers for some time and claims collaborative relationships with several suppliers in the UK.

Panasonic, however, is an exception and many Japanese companies still complain that local suppliers do not meet their quality requirements.

The situation presents an opportunity for Japanese component suppliers to follow their parent companies to Europe. Their moves are being watched with concern by the European authorities, who fear that if too many Japanese component suppliers come to Europe, indigenous suppliers could be severely hurt.

Japanese manufacturers themselves are concerned that the trend could "unleash" further "resentment" within Europe.

Such concerns can only be alleviated if Japanese electronics manufacturers step up efforts to support local component suppliers through technology transfers.

At the eighth Japan-EC Business Roundtable on Consumer Electronics in Tokyo last October, the European position was put forward in a proposal by Mr Robert Verroux, of the European Commission's directorate on industry (DG Three).

Mr Verroux proposed that Japanese consumer electronics manufacturers set up support and development programmes to improve the competitiveness of European component suppliers.

ers. Japanese companies will not respond en masse to his call, but the message, at least, will have been heard.

In terms of R&D, Japanese efforts in Europe have been concentrated on developing products to meet specific market conditions, rather than on basic design and research.

In this respect too, early comers, particularly in the consumer electronics industry, have a head start. Mr Eric Bean, a director of Panasonic Europe, says that the group already has quite sophisticated development groups at many of its European plants.

For example, Panasonic's television plant in Cardiff is producing a completely pan-European television set which will be its first TV set to be wholly designed, developed and produced in the EC.

Toshiba, on the other hand, which started out as a sales operation in Europe, says that it does not yet plan to bring basic research to Europe, although it expects eventually to introduce applications research capability in Europe as well as the US.

Although it plans to increase manufacturing in the EC, localisation efforts will be focused first on increasing local sales staff.

Europe, however, may provide attractive possibilities for basic research in software, especially for medium to large computers, says Mr Shoji Hiroo, executive vice president of Toshiba Europe.

Meanwhile, moves by Japanese companies to form relationships with academic institutions in Europe could also increase. These, too, have been slower to materialise than has been hoped but, says Panasonic's Mr Bean, "Japanese companies still need a lot of brain power".

There are areas, such as opto-electronics and voice recognition, where Japanese companies could learn a lot from academic institutions in Europe and the US.

Like other electronics groups, Japanese manufacturers are looking increasingly to communications systems, such as mobile telephones and office automation equipment, office computers and business systems as attractive growth areas in the years to come.

Five years from now, will you be able to change your communications architecture as easily?

Despite what some companies may tell you, the future direction of communications technology is practically impossible to predict. But whether you're a telephone company or its customer, you have to make choices now. Stand alone or networked? Public or private? Wired or wireless? With so much uncertainty, how can you ever plan ahead?

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INFORMATION TECHNOLOGY IN EUROPE 7

Andrew Jack on the changing face of world telecommunications

Many flowers bloom

THE TRANSFORMATION of telecommunications across Europe over the past few years has presented tremendous and undeniable challenges to the users and producers of information technology. Separating the trends from the shifting fog of change is another matter, however.

Mr Richard Hooper, special adviser on the information industry to PA, the consulting group, says sharply: "I hate the word de-regulation. I don't think it's happening."

He says the experience over the last decade in the UK and the US - two of the countries furthest down the process of change - is rather different. There has certainly been a growth in "liberalisation", with the injection of a greater degree of competition into the sector.

But it has been accompanied by a growth in regulation. In the UK, for example, there has been the creation of OfTel, the UK office of telecommunications regulation.

As a result, Mr Hooper prefers to characterise the last 10 years as a time of "re-regulation".

"The key is how much competition do you permit," he says. "That is the fundamental European issue. There is no doubt that we are seeing competition. But the questions are where and how much."

Terminology aside, he segments Europe very broadly into three categories on a spectrum of liberalisation. The UK, in common with the US and Japan, has overhauled telecommunications more than most. The basic infrastructure itself has been freed from public control, alongside more peripheral aspects of the service.

Pressures for further change in the UK nevertheless remain. Sprint, the US company, has made it clear it is interested in operating within the UK, but will insist on access to profitable international routes from which new suppliers are currently barred.

Mr Laurence Heyworth, a telecoms analyst with Robert Fleming, the securities house, says:

"The UK has gone quite a long way down the road but it has hesitated in going the whole hog. If it allowed competition on international routes, the rates would fall dramatically. BT would have to raise domestic rates. Mercury's financial viability might be questioned, and it would lead to political troubles."

Germany and most of the north European countries, by contrast, hold an intermediate position in Hooper's typology, with some restrictions removed.



Callers in Britain more competition and more regulation

Germany has not yet liberalised its network and voice systems, for example.

"Sooner or later there will be pressure for Germany to allow two suppliers of telephony and infrastructure," he says. He suggests that this will result in a toughly-contested battle with the Bundespost, which will argue it needs to be protected from competition, particularly after it has invested heavily in improving communications in the states of the former communist east Germany.

Overall, he says the northern countries "noticed the British model and saw that civilisation didn't end in the 1980s". More controversially, governments saw some evidence that prices had dropped as a result of liberalisation.

Then, he says, it is possible to draw a clear line through Brussels. Southwards, in the "Latin countries", he sees a more traditional, state-controlled service, which is likely to change more slowly.

In France, for example, two "sacred monopolies" remain: the infrastructure, including the carriage of data and voice information; and the voice and public switch equipment. These elements remain sacrosanct, he says.

That reflects both a traditional role of the French state in guiding manufacturing pol-

icy, and a sense of social and democratic obligations: that residential services should be cross-subsidised by more profitable national and international business calls to ensure the availability of a comprehensive and affordable phone service to everyone.

The UK has also gone further than most countries philosophically, he argues. The Department of Trade and Industry has decided that fundamental questions over the state of the market and how many players should be allowed should be left to the private sector to determine.

In the case of telepoint, the portable phone system which allows out-going calls from a lightweight handset held near one of a number of permanent base stations, that has resulted in licences issued to four operators, three of which are now dormant despite large expenditures on the installation of equipment and recruitment of customers.

Hooper believes it is difficult to decide how far these fundamental issues should be left to the market.

"It's not the same as making decisions about supermarkets," he says. The distinction is that telecoms involve the use of a scarce resource, and involve what he calls "the constraint of how many people want to dig

up the road outside". "Even the most liberal Americans would say that it was crazy to go too far. You need some mechanism to help you decide," he says.

The implications for the suppliers and users of information technology are widespread but not clear-cut. Hooper sees "a classic consolidation of the industry" taking place. Research and development costs are forcing collaborations.

He sees the number of equipment suppliers dropping as a result. A key question is whether there will be a convergence between computer and telecom suppliers.

Robert Fleming's views are similar. In a research report released this February, it argues that Alcatel Alsthom, the market leader for public communications networks, will survive because of both its size and its geographical and product spread. (This was underlined last week by its purchase of TTT's 30 per cent stake in its main telecoms subsidiary, Alcatel NV.)

Siemens has some of the same advantages, but is heavily dependent on Germany, and is likely to suffer as a result with pending de-regulation and privatisation. Smaller suppliers such as Ericsson and Nokia are already suffering cutbacks in delivery volumes. The future of two companies, and of Ascom, an Ericsson licensee, is considerably more in question, Fleming argues.

Liberalisation has certainly boosted the variety and types of equipment manufactured. For users, it has meant very good news: there has been a huge increase in the speed, variety and range of telecommunications services provided. These include cable television, electronic document interchange and video telephony, for instance.

On the one hand, the market has grown substantially in those countries which have been opened up to competition. On the other, the pace of innovation and the introduction of new competing businesses has also brought price reductions and the demand for quicker delivery. "In the golden old days, there was a monopoly buyer, and long-term fixed-price contracts," he says. "Now it is much more complicated."

Adds Heyworth: "I don't think you could argue that liberalisation has benefited IT equipment suppliers in the short term. It's more a matter of what could happen in the long term. It is totally inevitable across Europe that telecoms will become entirely competitive."

Hardware makers have never had it so bad, writes Alan Cane

Cries of desperation

EUROPE'S top computer executives must be wondering if they made the right career choice these days. There are seemingly precious few rewards for staying in the hardware business. The European computer market has always been tough.

Now a combination of the recession, increased competition from the US and Asia and a resistance to buying more computer equipment among their customers has stacked the deck resolutely against European-owned players.

A note of desperation is creeping in. In a grim note to his staff, Mr Carlo de Benedetti, chairman and chief executive of the Italian Olivetti group, outlines a new management structure, adding: "I am firmly convinced that this new organisation is the most appropriate for the difficult months ahead, during which the survival of the company will be at stake."

Some top computer executives have already decided to seek their rewards elsewhere. Mr Arno Bohm, former marketing director of Nixdorf, the ailing minicomputer manufacturer taken over by Siemens two years ago, left to become chief executive of Porsche, the luxury car manufacturer.

Mr Vittorio Levi, a former Olivetti executive who became managing director of Nokia Data, the personal computer manufacturer, left to take up a senior post with the Italian fashion house Giorgio Armani when the Finnish unit was acquired by ICL of the UK.

The European landscape is considerably less populated than a few years ago. Fujitsu of Japan acquired ICL which in turn acquired Nokia Data. Keinzle, a minicomputer maker at one time owned by Mannesmann of Germany, was sold to Digital Equipment (DEC) of the US. Last year DEC also acquired the minicomputer interests of Philips of the Netherlands. Norsk Data remains independent but is still losing money despite a dramatic shift in product emphasis.

The world IT market is dominated by US suppliers although Japanese mainframe suppliers are making an impressive showing.

But of the top 10 manufac-

turers, only three are European, 1990 statistics demonstrate. Siemens-Nixdorf of Germany is in eighth place with a turnover of \$7.7bn. Olivetti is ninth with \$8.4bn and Groupe Bull of France 10th with \$6.3bn. All three are currently losing money.

Siemens' computer operations had been making a modest profit, but the merger with the hugely loss-making Nixdorf left it a legacy of unprofitability which it will take time to shake off. To put Europe's troubles in perspective, the computer industry is in trouble world wide. IBM, the world's largest computer manufacturer, lost money last year after taking substantial restructuring charges. Profitability has been much reduced at the leading Japanese suppliers, Fujitsu, NEC and Hitachi.

Nevertheless, Europe's makers are becoming "marginalised" according to the French consultancy Idate which points out that in 1990 European-owned groups accounted for only 13.9 per cent of the \$278.5bn world IT market, while consuming more than 35 per cent of the total. By comparison, in 1990 Japan accounted for almost a quarter of global production.

There are a number of reasons for Europe's relative weakness in computing. Despite the advent of the single market, Europe remains a series of small markets each with its own computer champion. Insular attitudes have meant that although these companies collaborate in pre-competitive research and in transnational programmes such as the EC's Esprit, it has proved impossible to persuade them to work together on a grand scale for the common good.

These days, in any case, the wisdom of such an approach is open to question. Small, agile units able to respond quickly and flexibly to customer needs would seem to have the advantage over centralised and monolithic bureaucracies. IBM, for example, is trying to recreate itself in the form of a series of smaller, specialised units each with profit and loss responsibility.

Merger has become, in any event, an academic question for Europe's surviving manu-



Olivetti's Carlo de Benedetti: a matter of corporate survival



Bull's Francis Lorentz: 10th biggest manufacturer

facturers. There is little talk any more of full blooded takeovers, the aim is rather to form alliances with stronger partners able to help defray research and development expenses and giving economies of scale in production.

The European Commission, while anxious to help indigenous producers, has turned its face against subsidies or other means of providing aid which might be seen as anti-competitive. It is still considering whether French government

plans to pump millions of francs into Groupe Bull are acceptable.

It is, however, prepared to provide the impetus for what has become known as the European Nervous System, a transnational computer network designed to help to co-ordinate aspects of social policy throughout the community.

The options open to Europe's manufacturers are narrow and getting still narrower. They are all heavily overstaffed and must lose people on a large scale.

In the case of Olivetti, it required six weeks of negotiations to persuade the Italian government and trade unions to agree to a cut of 1,500, far short of the 2,200 the company was hoping for.

They must also look for niche markets which play to their strengths. Now only IBM can hope to cover every area of the hardware business. Groupe Bull, after a protracted discussion period, has signed a broad ranging alliance with IBM giving it access to the US giant's expertise in reduced instruction set computing (RISC) as well as a market for portable computers from its Zenith Data Systems subsidiary. IBM, in return, benefits from Bull's expertise in multiprocessing and networking. The deal gives Bull substantially more credibility in the marketplace. Mr Francis Lorentz, Bull chairman, is looking more relaxed than for many months.

Siemens and Nixdorf have yet to settle into a comfortable working relationship. Broad cultural differences between the two companies are said to be causing difficulties and delaying the synergies expected of the merger. This is common in the computer business, where troubled mergers are more common than successful ones. It took ICL years to paper over the joins between English Electric, Ferranti Computers and other companies which went into the making of the former British computer champion.

If there is a future for a European owned computer industry, it lies in services rather than hardware. Siemens-Nixdorf already derives 37 per cent of its revenues from services, Olivetti 27 per cent and Bull 36 per cent.

Semiconductors lack a local hero, writes Michiyo Nakamoto

Outsiders in full command

IN THE build up to a single unified market, concerns over non-European supplies of semiconductors prompted calls to create a European industry heavyweight champion.

But as the formation of a single market draws ever closer, the prospect of a powerful European semiconductor group able to take on foreign competitors has faded.

Even Thomson-CSF, the French electronics group which until the very end had hoped for a merger of SGS-Thomson, its semiconductor business, with those of Siemens and Philips, was forced to admit that there was no European champion.

Leading European manufacturers have been left to take their own initiatives in regaining competitiveness.

Philips, the large Dutch electronics group, which was the only European manufacturer in the world's top 10 semiconductor manufacturers last year, has put profitability at the top of its priorities.

After a substantial loss in 1990, Philips's semiconductor division managed to record a profit last year, largely through cost-cutting measures.

The next step will be to draw up a viable commercial strategy for the semiconductor business, which still depends heavily on internal demand from companies within the Philips group.

A huge debt burden means that Philips does not have much financial leeway.

It withdrew, for example, from certain programmes in static random access memory chips due to the excessive financial burden that those entailed.

Siemens, the German group which is solidifying on as the only European manufacturer of dynamic random access memory chips (DRAMs), is looking to its development agreement last summer with IBM to boost the fortunes of its semiconductor business.

The decision by Siemens to co-develop the next generation of silicon memory chips - 16 megabit DRAMs - with IBM was what, in the end, killed the

idea of a strong indigenous group to champion the European cause.

The IBM link is not, however, a short-term solution for Siemens.

The deal, in effect, allows the German group to acquire a much-needed technology from IBM. But this is not without its costs. The group's semiconductor division, which has not been profitable, received a large injection of capital from the corporate side to cover Siemens's contribution to the joint programme with IBM in DRAMs.

However, it will be some time before Siemens will be able to derive external sales based on the 16-megabit technology it is developing through the IBM link.

The market is just taking up 4-megabit DRAMs and will not

be ready for 16-megabit technology for some time, says Mr Jim Eastlake, the senior computer industry analyst at Dataquest Europe.

As for SGS-Thomson, the abandonment of the cause by other European groups left it in a rather awkward position.

It remained for the French authorities, led by Mrs Edith Cresson, the prime minister, to come up with an ambitious and highly interventionist plan, announced at the end of last year, to secure the future of the group.

By bringing it under the control of CEA-Industria, the profitable industrial division of France's atomic energy commission, the scheme aims to provide a stable financial environment that would allow the semiconductor group to make crucial R&D investments.

The French plan to create a national champion in technology is in sharp contrast with the British approach, as exemplified by the UK's GEC Plessey, Europe's fourth largest semiconductor group.

By bringing it under the control of CEA-Industria, the profitable industrial division of France's atomic energy commission, the scheme aims to provide a stable financial environment that would allow the semiconductor group to make crucial R&D investments.

As the single market draws ever nearer, leading European semiconductor manufacturers have been left to take their own initiatives to regain competitiveness

indigenous groups on a smaller scale.

Last year, SGS-Thomson and GEC Plessey agreed to pool their resources in the development of advanced semi-custom chips while the French group and Philips have also signed a letter of intent to build a state-of-the-art chip plant in Grenoble.

But as European manufacturers move ahead in their own efforts to regain competitiveness, foreign manufacturers have also been stepping up their activities within the EC.

"Europe will consume \$20.7bn of semiconductors in 1995, according to a recent forecast by Dataquest. It is a highly attractive growth market."

Yet European manufacturers have only 35 per cent of their indigenous market, compared with Japanese manufacturers' 85 per cent stake in their own domestic market and 70 per cent of the US market held by American groups.

American manufacturers with plants in Europe may also start simultaneous manufac-

ture of more of their new products in Europe and the US.

Digital Equipment (DEC), for example, announced that it will start to manufacture its new Alpha chips, powerful microprocessors theoretically capable of processing 400m instructions per second, in both the US and at its South Queensferry plant in Scotland.

Japanese semiconductor manufacturers have forged ahead with plans to set up manufacturing plants in Europe.

While these moves could lead to foreign competitors increasing their share of the European market, the trend has been for Japanese manufacturers to win market share from the Americans rather than for both to take share from indigenous players.

So, while the share of European companies may not rise dramatically, it is not likely to fall much either but to remain stable at its present level.

Regional demand is independent on regional strength in applications, says Dataquest's Mr Eastlake. The main threat of American companies is in computer applications, an area in which Europe does not have as strong a demand base as in other areas.

European manufacturers have strength in communications, auto, industrial and consumer applications where they will continue to see demand from their European buyers.

The European semiconductor industry in the years ahead will continue to see manufacturers from the leading industrialised regions co-exist as competition for market share intensifies.

For the Europeans, the main question will be what strategy to adopt in trying to regain competitiveness.

The relative success over the medium term of those groups which go for profits first, exemplified by GEC Plessey and to some extent Philips, compared with the groups that are guided by an interventionist, nationalist stance, should provide a salutary lesson for European industrial policy not only in electronics but in other areas as well.

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INFORMATION TECHNOLOGY IN EUROPE 8

Mobile phone calls will soon span the Continent, writes Neil Buckley

A boost for push-button power

MOBILE telephones will soon become truly mobile. Within the next two years, it should be possible to drive from Helsinki to Rome and use the same handset anywhere along the route.

It is an impressive vision, although achieving it has taken rather longer than was originally hoped. Fifteen countries signed the memorandum of understanding in 1987 to set up the pan-European cellular communications network, with a target of July 1991 for the launch of a service covering at least each country's capital city. Problems with the technology, wrangles between dif-

ferent manufacturers and other delays meant that by the end of 1991 only a handful of countries had anywhere near a functioning system.

Mobile users will be able to make and receive phone calls in any country in the European system

"I think the original targets were a bit tongue-in-cheek," says Mr Chris Gent, managing director of Vodaphone, one of the UK's two cellular phone operators. "They needed to give people some sort of impetus, but the fact that we have got as far as we have is quite an achievement."

The aim of the initiative - called GSM, the Groupe Spécial Mobile - was to set up a standardised cellular network for the whole continent, run by individual operators in each country.

Mobile phone users will be able to make and receive calls in any country in the system. Their phone will register on the country's network when it

is switched on, and the network will record and regularly update its location so that incoming calls are automatically rerouted.

System users' details will be recorded on a "smart" card, the size of a credit card, containing a microchip. When this is plugged into the slot in a GSM phone, the phone will temporarily "adopt" the user's number, and all calls will automatically be billed to the card owner. This will allow users to travel without their own phones, but use standard handsets fitted in hire cars, for example.

In addition to standard facilities such as call hold, call transfer and multi-party, a "short message" service will allow messages of up to 160 characters to be sent to a subscriber and stored even when the phone is turned off.

A cell broadcast facility will allow short messages - for example, warnings of traffic delays or accidents - to be sent to all phones within a certain geographical area.

Perhaps most importantly, the system will be fully digital, improving both voice and data transmission.

Digital encryption also makes calls virtually invulnerable to interception, making the system suitable for police and the military.

Fax and data transmission will be much faster than in existing systems at 9,600 bits per second, and as the system is digital modems will not be required.

GSM is at last becoming a reality, although it seems unlikely that all these features will be available before the end of 1994. And there are still some teething problems.

While the technological challenges presented by the system itself have been largely over-

come, testing equipment to ensure products meet the system's exacting standards is still being developed. For example, while Telecom Finland and the UK's Vodaphone successfully tested the first sections of their GSM systems last year, neither is able to sell any phones.

"It is," as a telecom expert put it, "a bit like building a beautiful motorway and there being no cars to run on it."

To speed up the process, an interim testing standard has been adopted, less exacting than the full specification, and testing equipment should be available before the summer.

Technical challenges have been solved but testing equipment for the new products is still being developed

This could mean, however, early subscribers to GSM facing the possibility of having their equipment recalled if it fails to pass the more stringent full tests later next year.

There are other possible disincentives. GSM phones will initially be much more expensive in the UK - between £1,200 and £1,500 (£2,100 and \$2,950), against the £200 to £400 paid for existing analogue cell-phones, although the difference in price will be less in other countries where analogue phones are more expensive. They will also be much bigger, and more than twice the weight.

Most operators are confident that economies of scale will allow for a swift drop in prices, and that, having successfully developed suitable digital hardware, manufacturers will now concentrate on miniaturisation.

Mr Damien Callaghan, a spokesman for Cellnet, Vodaphone's competitor in the UK market, says: "GSM is not a technology issue. It's a marketing issue. Initially our salesmen face the challenge of selling something that is bigger, more expensive, doesn't do as much, and can't be used in as many places as our existing product. By 1994, however, we believe all that will have changed."

Cellnet is introducing its own GSM service later this year. Vodaphone, whose service was launched last December, says it expects to provide nationwide coverage by the end of 1993.

Before that it plans to launch a second service on the back of GSM, which could prove a blueprint for similar systems in Europe.

The Micro-Cellular Network, or MCN, will be a low-cost urban-based portable telephone service aimed at domestic consumers.

Call charges are expected to be cheap, from only 10 pence (30.17) a minute within a user's home town, to 20 pence a minute for national calls. If they occasionally roam further afield, MCN subscribers will be able to access the nationwide and pan-European GSM service albeit at a premium rate.

Mr Gent believes the UK mobile communications market could be as large as 7m by the end of the century, with the as yet untapped domestic market accounting for half of this.

This venture and similar ones elsewhere in Europe will face competition for the domestic market from Personal Communications Networks. These will comprise pocket-sized phones using higher-frequency 1.9GHz (Gigahertz) radio signals over shorter distances to

link users to traditional telephone exchanges via a system of relay stations.

Supporters argue that PCN has a number of advantages over GSM, including smaller phones, and a greater network capacity as calls are smaller, and so the same frequency spectrum can carry a greater volume of calls.

Three UK companies - Microtel, Intel and Mercury communications - are developing PCNs, with the latter two having agreed to share much of the infrastructure and already installing it.

On a Europe-wide basis, however, GSM remains the

In eastern Europe cellular networks can be a cheap way to introduce business communications links

most important advance since the development of cellular phones. It is also a catalyst which is changing the way European telecommunications operate. Many countries are using it to introduce competition to nationalised monopolies.

It looks likely to spread into eastern Europe, where, as demonstrated in east Germany, cellular systems can be a cheap and effective way of introducing a business communications system.

Whether it will go any further is doubtful. While Australia, New Zealand, and some Middle Eastern and African countries have shown interest in GSM, both the US and Japan have plumped for different standards.

The dream of a global mobile communications system remains some way off.



Any place, any time: making a cellular call on London's Thames Embankment

SOFTWARE AND COMPUTER SERVICES

Battleground where giants contend

EUROPE is the cockpit for the latest round in the battle of the information technology giants - the struggle for a leading position in software and computer services (SCS).

SCS is a heterogeneous sector, difficult to define and analyse. In Europe, there may be as many as 16,000 small SCS companies as well as a small number of large ones, not one of which has more than a few per cent of the market.

The sector comprises, however, five broad areas of activity.

● First, there is consulting services, including the development and management of IT strategy. The consulting arms of the large accounting firms, Andersen Consulting, Price Waterhouse, Arthur Young and so on have traditionally had a strong position in this area, as have the US management consultancies McKinsey and CSC-Index.

Few European owned consulting firms have the global perspective and coverage of these large players, nor have they the financial muscle to stay at the forefront of research and development.

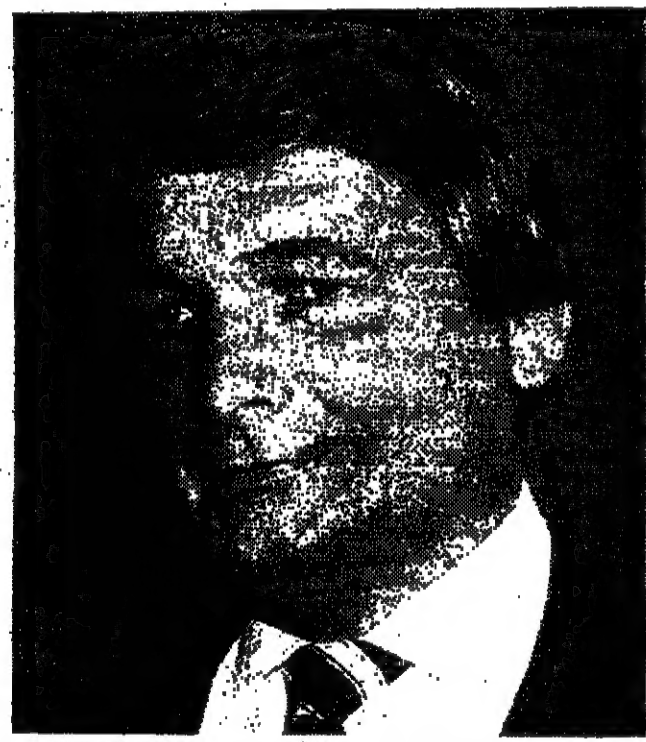
● Second, processing services. Computer bureaux offering simple data processing services to companies without their own computers are effectively extinct, killed off by the growth of the microcomputer (although a few companies have maintained a thriving business in payroll processing). Today processing services encompass sophisticated activities like facilities management and data network management. Cap Gemini Sogefi (CGS) of France, Sema Group of the UK/France and Electronic Data Systems of the US are among the leaders.

● Third, professional services. The traditional stamping ground for SCS companies, this includes technical assistance, business software, industrial software, training and education. The leaders include CGS, Sema Group of the UK/France and Volmac of Holland.

● Fourth, software packages. This area has always been dominated by US companies when mainframes were at the heart of the computer business, financial packages from Management Science America and McCormack & Dodge were the principal competition to bespoke solutions written by European companies. Now major US microcomputer software suppliers like Microsoft, Lotus Development Corporation and Wordperfect have the lion's share of a market in which few European companies have any presence.

● Fifth, systems integration (SI). SI has many definitions, but essentially means putting together the best mix of software and hardware to solve a customer's IT problem. Large SI contracts are often let on a fixed price basis and demand considerable expertise on the part of the computing services company if costly delays and overruns are to be avoided.

SD-Scicon, a UK computing services company in which British Aerospace held a stake, was sold last year to EDS of the US after more than a dozen fixed price contracts slipped out of control leading to more than £20m in losses.



CGS president Serge Kampf: among the leaders

According to Sema Consulting, a leading Anglo-French player in the SCS sector, the European market is the world's second largest after the US with sales estimated at Ecu85bn in 1990. Sema says: "The European market is expected to grow at 12 per cent from 1990 to 1995, much reduced from the average annual growth rate of 24 per cent of the past five years."

Sema says that systems integration and software packages have the highest growth rate while professional services and software packages will account for two thirds of the market by 1995. Computing services, nevertheless, remains one of the few areas of growth in an industry hit by recession and market saturation. That is why it is so important to so many different kinds of player.

The large computer manufacturers, for example, are expanding their services activities to compensate for declining profit margins on hardware. ICL, the UK-based subsidiary of Fujitsu of Japan, now derives more than half its revenues from services.

IBM is strengthening its activities in systems integration. Earlier this month in the UK it announced it would set up a separate computing services company with a staff of 1,500 to tackle facilities management and consultancy.

There is a measure of scepticism among traditional SCS companies about these moves on the part of hardware manufacturers; the fact remains that when IBM expands into a market sector, everybody has to take its presence seriously.

These trends are contributing to the changes the SCS industry is going through. The market is maturing, technological change slowing, signs of decelerating and there is a shift towards a more capital intensive industry - with the inevitable acceleration in the rate of mergers and acquisitions as the principal players look for size to guarantee stability and survival.

Where are the European-owned players in all of this?

Unlike the hardware business, where Europe has little to offer, it has a range of skills in software and services that are the equal of any. It has, however, few companies with the size, finance and skills of EDS, the computer services arm of General Motors.

An exception is Cap Gemini Sogefi, the largest SCS company in Europe with annual sales of about FF10bn. It has pursued an aggressive acquisition policy at home and abroad with the intention of building a company with strengths in France, the rest of Europe and North America.

To date, few European software houses have made much of an impact outside their home countries. SAP of Germany is, however, having considerable success providing integrated accounting software to large corporations who are beginning to standardise world-wide on its product.

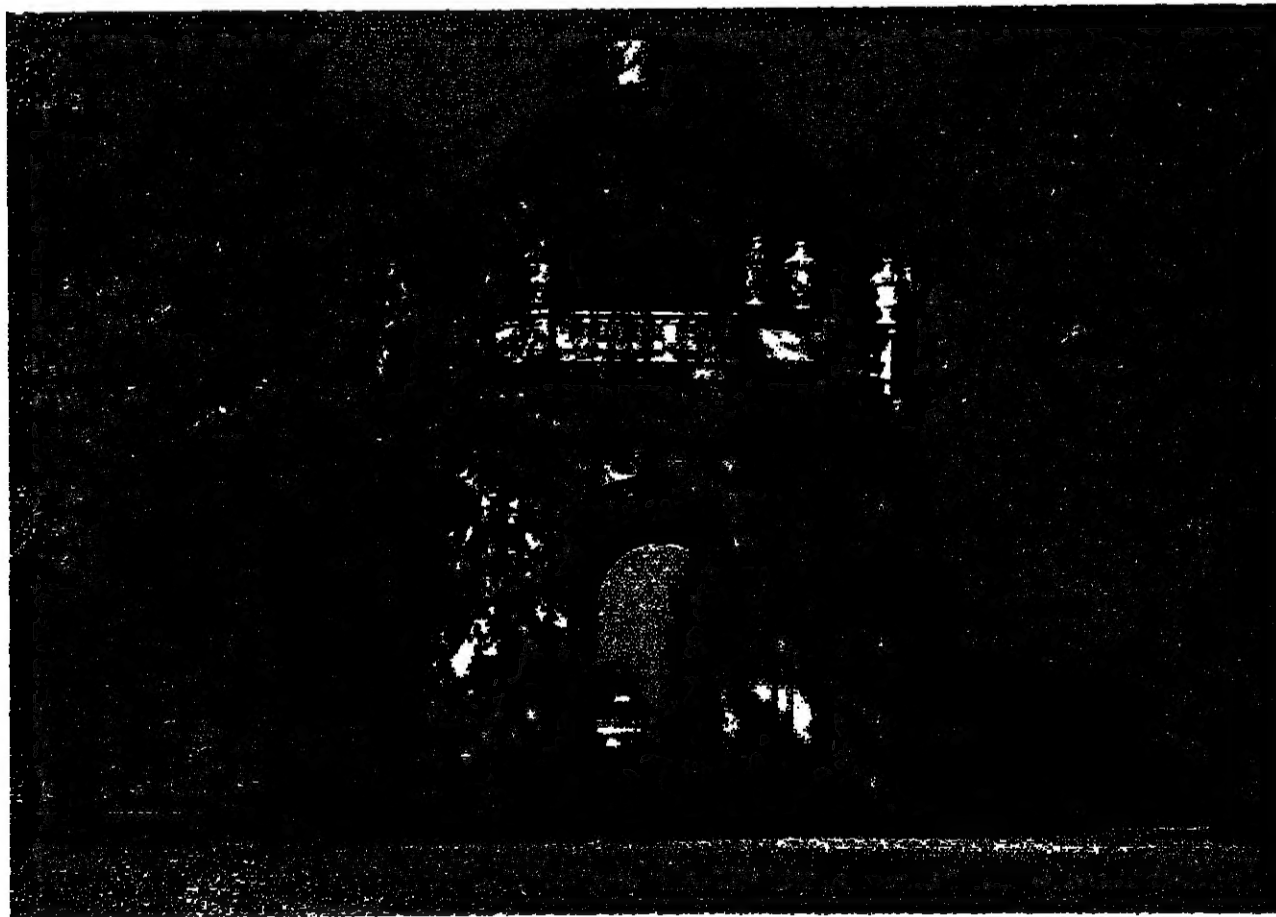
Microfocus of the UK continues successfully to sell software tools which make it simpler to write programs in Cobol, the most common business computer language.

There is, however, no real European challenger to the major US packages like Microsoft's MS/DOS and Windows 3.0 or Lotus Development Corporation's 1-2-3 spreadsheet. And none is likely to appear unless the European Commission can bring about a speedy harmonisation of national traits and practices. Europe remains a collection of small, heterogeneous markets where software cannot be moved easily from country to country.

European countries lack the skills in international marketing and distribution necessary to succeed overseas, especially in the US. An interesting test case is Sage Group of the UK, a successful supplier of low-cost accounting software in its home market, which has bought a somewhat similar US company, DacEasy Inc, of Dallas, which has been selling its accounting software internationally.

Alan Cane

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